



Hamilton Police Service Board
Agenda

Thursday, July 24, 2025, 1:00 P.M.

Hamilton City Hall - Council Chambers (Second Floor)

You may view the Board's public meeting live-stream at
<https://www.hamiltonpsb.ca/meetings/agendas-and-materials/>

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(for today's meeting)

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12. Closed Meeting

The Board will move into closed session in accordance with the Community Safety and Policing Act, 2019, section 44(1) & (2) to consider:

- a. personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- b. labour relations or employee negotiations;
- c. litigation or potential litigation affecting the board, including matters before administrative tribunals

- 12.1 Correspondence from the Hamilton Police Service Board to the President of the Senior Officers' Association Regarding Restrictions in Associations (July 2, 2025)

13. Closed Meeting Report Back

14. Adjournment

HAMILTON POLICE SERVICE BOARD PUBLIC MINUTES

Thursday, June 26, 2025
Hybrid Meeting
1:00 P.M.

Present: Chair Robertson
Vice Chair Pauls
Member Horwath (attended in person & virtually)
Member Kroetsch
Member Menezes
Member Padulo

Also Present: Chief Frank Bergen
Deputy Chief Ryan Diodati
Deputy Chief Paul Hamilton
Inspectorate of Policing – Police Advisor David Tilley
Executive Director Kirsten Stevenson
Administrative Assistant Lucia Romano

1. Call to Order

Quorum was confirmed and the meeting was called to order at 1:02 PM.

2. Acknowledgements

Vice Chair Pauls provided the land acknowledgement.

3. Approval of the Agenda

The Executive Director noted the following changes to the agenda:

- Added delegation items 5.2 through 5.6 – Delegations by Kojo Dampitey, Gessie Stearns, and Andrew Bell
- Revised consent item 8.1 – Auction Account Requests for Funding and Support (PSB 25-018), sections 'd' and 'e' added
- Added correspondence to recommendation item 9.1.1 – Correspondence from Lyndon George, Executive Director of the Hamilton Anti-Racism Resource Centre respecting Use of Force Reporting (June 24, 2025)

Resolution Number **250626 - 1**

Moved By: Member Padulo

Seconded By: Vice Chair Pauls

That the agenda be approved, as amended.

CARRIED

4. Declarations of Conflicts of Interest

There were no declarations of conflicts of interest.

5. Delegations, Presentations and Verbal Updates

5.1 Members of the Month

Inspector Doerr presented the Members of the Month as follows:

March 2025 – Constables Jayden Drage and Lucas Pidgeon

Prior to delegations taking place, the Board approved the following:

Resolution Number **250626 - 2**

Moved By: Member Menezes

Seconded By: Member Padulo

That delegation requests 9.4 and 9.6 be approved for today's meeting.

CARRIED

Delegation items 5.2 through 5.4 were dealt with in a different order than presented on the original agenda.

Police Advisor David Tilley joined the meeting at 1:27 PM.

***5.3 Delegation by Kojo Damphey Respecting the 2024 Use of Force Report**

Kojo Damphey provided his first delegation and answered questions of the Board.

After discussion, the Board approved the following:

Resolution Number **250626 – 3**

Moved By: Member Kroetsch

Seconded By: Member Menezes

That the delegation from Kojo Damphey respecting the 2024 Use of Force Report be received.

CARRIED

***5.4 Delegation by Kojo Damphey respecting Commitment to Equitable Service - Race and Identity Based Data Strategy June 2025 Update**

Kojo Damphey provided his delegation and answered questions of the Board.

After discussion, the Board approved the following:

Resolution Number **250626 – 4**

Moved By: Member Kroetsch

Seconded By: Member Padulo

That the delegation from Kojo Damphey respecting the Race and Identity Based Data Strategy Update be received.

CARRIED

Member Horwath joined the meeting at 1:42 PM in person.

***5.2 Delegation by Kojo Damphey respecting Advancing the Relationship with the Hamilton-Wentworth District School Board**

Kojo Damphey provided his final delegation and answered questions of the Board.

After discussion, the Board approved the following:

Resolution Number **250626 – 5**

Moved By: Member Padulo

Seconded By: Vice Chair Pauls

That the delegation from Kojo Damphey respecting the relationship between the Hamilton Police Service and the Hamilton-Wentworth District School Board be received.

CARRIED

5.5 Delegation by Gessie Stearns

Gessie Stearns was unable to attend the meeting and the delegation did not take place.

5.6 Delegation from Andrew Bell

Chair Robertson introduced Andrew Bell who provided his delegation and answered questions of the Board.

After discussion, the Board approved the following:

Resolution Number **250626 – 6**

Moved By: Member Menezes

Seconded By: Member Padulo

That the delegation from Andrew Bell respecting agenda item 9.3, Draft Board Policy Respecting Charter and Human Rights Reporting and Education, be received.

CARRIED

5.7 Board Chair Verbal Update

Chair Robertson provided his update.

After discussion, the Board approved the following:

Resolution Number **250626 – 7**

Moved By: Vice Chair Pauls

Seconded By: Member Horwath

That the Chair's verbal update be received.

CARRIED

Member Kroetsch was noted as being opposed.

5.8 Chief of Police Verbal Update

Chief Bergen provided his update to the Board.

After discussion, the Board approved the following:

Resolution Number **250626 – 8**

Moved By: Member Padulo

Seconded By: Member Menezes

That the Chief's verbal update be received.

CARRIED

Member Kroetsch was noted as being opposed.

5.9 Executive Director Verbal Update

The Executive Director provided her update.

Resolution Number **250626 – 9**

Moved By: Member Padulo

Seconded By: Member Horwath

That the Executive Director's verbal update be received.

CARRIED

Member Kroetsch was noted as being opposed.

6. Approval of the Minutes

6.1 Public Minutes of May 29, 2025

Resolution Number **250626 – 10**

Moved By: Vice Chair Pauls

Seconded By: Member Padulo

That the public minutes of May 29, 2025, be approved as presented.

CARRIED

7. Correspondence

After discussion, the Board approved the following:

Resolution Number **250626 – 11**

Moved By: Member Padulo

Seconded By: Vice Chair Pauls

That correspondence listed as items 7.1 and 7.2 be received.

CARRIED

7.1 2025 Canadian Association of Police Governance Awards (CAPG) - Call for Nominations (June 2, 2025)

7.2 Thank You from Crime Stoppers of Hamilton Board Chair Pat Gillie (May 29, 2025)

8. Consent Agenda

Member Kroetsch requested consent items 8.2, 8.3, and 8.4 be voted on separately.

Resolution Number **250626 – 12**

Moved By: Member Horwath

Seconded By: Member Padulo

That consent items listed as 8.1 and 8.5, be received.

CARRIED

8.1 Auction Account Requests for Funding and Support (PSB 25-018)

Based on past practice and in accordance with the Board's Auction Account Policy:

- a) That tickets at a cost of \$125 each be purchased to participate in the 'Project First to Respond' 5th Annual Women's Only Golf Tournament taking place on September 11, 2025, at Southbrook Golf & Country Club to raise funds for Inasmuch House, a local shelter for women and non-binary people experiencing abuse and homelessness; and
- b) That a donation of \$500 be made to the Hamilton Police Service's 'Back to School' fundraiser to help fund the purchase of backpacks and school supplies for children in need in the Hamilton Community in preparation for the September 2025 school year; and
- c) That a donation of \$500 be made the Catholic Children's Aid Society of Hamilton in support of the Kids Summer Camp Program that provides local Hamilton children with the opportunity attend camp; and
- d) That a that a foursome golf package be purchased at a cost of \$660 to participate in the Argyll and Sutherland Canada fundraising golf tournament taking place on September 7, 2025 at the Tyandaga Golf Course in support of ongoing Regimental family events; and

- e) That tickets at a cost of \$155 each be purchased to attend the 2025 BLK Owned Garden Party Brunch Awards & Fundraiser on July 13, 2025 at the Art Gallery of Hamilton to support the growth of black-owned businesses and initiatives that uplift Black communities in Hamilton; and
- f) That funding for approved events be taken from the Auction Account.

8.5 Outstanding Business List as of June 26, 2025

8.2 Advancing the Relationship with the Hamilton-Wentworth District School Board (25-047)

After discussion, the Board approved the following:

Resolution Number **250626 – 13**

Moved By: Member Padulo

Seconded By: Member Horwath

That consent item 8.2 be received.

CARRIED

Members Kroetsch and Menezes were noted as being opposed.

8.3 Hamilton Police Service Board Media Release - The Hamilton Police Service Board Addresses Charter Rights Discussion from its May 29, 2025 Public Meeting (June 9, 2025)

After discussion, the Board approved the following:

Resolution Number **250626 – 14**

Moved By: Member Horwath

Seconded By: Vice Chair Pauls

CARRIED

Members Kroetsch and Menezes were noted as being opposed.

8.4 2024 Hamilton Police Service Annual Report (25-048)

After discussion, the Board approved the following:

Resolution Number **250626 – 15**

Moved By: Member Horwath

Seconded By: Vice Chair Pauls

That consent item 8.4 be received.

CARRIED

Member Kroetsch was noted as being opposed.

Member Horwath exited the meeting at 3:56 PM.

9. Recommendations

9.1 2024 Year End Report - Use of Force (25-044)

Acting Inspector Darren Murphy provided his presentation and answered questions of the Board.

Chair Robertson exited the meeting at 3:57 PM and Vice Chair Pauls assumed the position of Chair. Pauls.

Chair Robertson returned to the meeting at 3:59 PM and resumed the role of Chair.

After discussion, the Board approved the following:

Resolution Number **250626 – 16**

Moved By: Vice Chair Pauls

Seconded By: Member Menezes

That the 2024 Year End Use of Force report and presentation be received.

CARRIED

The Board recessed at 4:22 PM and resumed the public meeting at 4:36 PM.

9.1.1 Correspondence from Lyndon George, Executive Director of the Hamilton Anti-Racism Resource Centre respecting Use of Force Reporting (June 24, 2025)

Resolution Number **250626 – 17**

Moved By: Member Menezes

Seconded By: Vice Chair Pauls

That the correspondence from Lyndon George, Executive Director of the Hamilton Anti-Racism Resource Centre, be received.

CARRIED

Member Horwath rejoined the meeting virtually at 4:38 PM

9.2 Commitment to Equitable Service - Race and Identity Based Data Strategy June 2025 Update (25-045)

Chief Bergen introduced Chloe Niytray, Manager of Analytics, and Dr. Daniel Mossanef, who provided their presentation and answered questions of the Board.

After discussion, the Board approved the following:

Resolution Number **250626 – 18**

Moved By: Member Padulo

Seconded By: Vice Chair Pauls

That the Race and Identity Based Data Strategy June 2025 Update be received.

CARRIED

9.3 Draft Board Policy Respecting Charter and Human Rights Reporting and Education (PSB 25-019)

After discussion, the Board approved the following:

Resolution Number **250626 – 19**

Moved By: Member Kroetsch

Seconded By: Member Menezes

That items 9.3 and 10.1 be referred to the Governance Committee for review; and

That both items return as a single item for consideration at a future Board meeting.

CARRIED

After discussion, the Board approved the following:

Resolution Number **250626 – 20**

Moved By: Member Kroetsch

Seconded By: Member Menezes

That the Executive Director be directed to schedule a Governance Committee meeting.

CARRIED

9.4 Delegation Requests from Kojo Dampitey

This item was approved under delegations, presentations, and verbal updates listed as item 5.1.

9.5 Delegation Request from Gessie Stearns respecting Draft Board Policy Respecting Charter and Human Rights Reporting and Education

As Gessie Stearns was absent, this delegation did not take place.

9.6 Delegation Request from Andrew Bell respecting Draft Board Policy Respecting Charter and Human Rights Reporting and Education

This item was approved under delegations, presentations, and verbal updates listed as item 5.1.

10. Motions

10.1 Monitoring Violations of the Canadian Charter of Rights and Freedoms

After discussion, this item was referred to the Governance Committee for review (see motion under item 9.3).

10.2 Reappointment of Member Kroetsch to the Governance and Budget Committees

After discussion, the Board approved the following motion:

Resolution Number **250626 – 21**

Moved By: Member Menezes

Seconded By: Member Kroetsch

That Member Kroetsch be appointed to the Governance and Budget Committees effective immediately; and

That the Executive Director amend By-law 25-001, the Governance Committee Terms of Reference and the Budget Committee Terms of Reference to:

- a) Reflect a change to the make-up of committee members from two (2) to three (3); and
- b) Increase quorum from two (2) to three (3) members

CARRIED

11. Closed Meeting

Resolution Number **250626 – 22**

Moved By: Member Menezes

Seconded By: Member Padulo

That the Board move into closed session in accordance with Section 44(1) and (2) of the *Community Safety and Policing Act, 2019*, to discuss:

- a) Personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- b) Labour relations or employee negotiations;
- c) Litigation or potential litigation affecting the board, including matters before administrative tribunals.

CARRIED

The Board moved into closed session at 5:18 PM.

The Board lost quorum in closed session at 6:05 PM.

The Board returned to public session at 6:56 PM.

12. Closed Meeting Report Back

During its closed meeting, the Board approved its closed minutes of May 29, 2025, and dealt with personnel and legal matters in accordance with Section 44(1) & (2) of the *Community Safety and Policing Act, 2019*.

13. Adjournment

The Board adjourned at 6:56 PM.

Taken as read and approved.

Chair Don Robertson

Executive Director
Kirsten Stevenson

**HAMILTON POLICE SERVICE BOARD
SPECIAL MEETING PUBLIC MINUTES**

Friday, July 11, 2025
In-person meeting
3:00 pm

Present: Chair Robertson
Vice Chair Pauls
Member Horwath
Member Kroetsch
Member Menezes
Member Padulo

Also Present: Executive Director Kirsten Stevenson
Administrative Assistant Lucia Romano

1. Call to Order

The meeting commenced at 1:10 PM and quorum was confirmed.

2. Acknowledgments

Vice Chair Pauls provided the land acknowledgment

3. Approval of the Agenda

The Executive Director noted the following changes to the agenda:

- Added closed discussion items 3.1.4 and 3.2 pertaining to personal matters about an identifiable individual, including members of the police service or any other employees of the board

Resolution Number **250711 – 1**

Moved By: Member Padulo

Seconded By: Member Horwath

That the agenda be approved, as amended.

CARRIED

There were no declarations of conflict of interest.

4. Closed Meeting

Resolution Number **250711 – 2**

Moved By: Member Menezes

Seconded By: Member Padulo

That the Board move into closed session in accordance with the [Community Safety and Policing Act, 2019](#) section 44(1) & (2) to consider:

- a) Personal matters about an identifiable individual, including members of the police service or any other employees of the board; and
- b) A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual negotiations of a person, group of persons, or organization.

The Board moved into closed session at 3:18 PM and returned to public session at 5:02 PM.

5. Closed Meeting Report Back

During its closed meeting today the Board:

Dealt with confidential items in accordance with Section 44(1) and (2) of the *Community Safety and Policing Act, 2019*; and

Approved the Hamilton Police Service Board's 2026 Budget; and

Approved publishing the Ontario Civilian Police Commission's Notice of File Closure and Executive Summary: Investigation into the Conduct of Hamilton Police Service Board Member Cameron Kroetsch, Pursuant to Section 25 of the *Police Services Act* on the Board's website by Monday, July 14, 2025.

Resolution Number **250711 – 9**

Moved By: Member Kroetsch

Seconded By: Vice Chair Menezes

That the closed meeting report back be received.

CARRIED

6. Adjournment

Resolution Number **250711 – 10**

Moved By: Member Padulo

Seconded By: Vice Chair Pauls

As there was no further discussion, the Board adjourned at 5:04 PM.

CARRIED

Taken as read and approved.

Chair Don Robertson

Executive Director
Kirsten Stevenson

Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: July 15, 2025

SUBJECT: Inspector General Memo #6: Release of the Inspector General of Policing
2024 Annual Report

I am pleased to share my 2024 Annual Report, "*On the Road to Excellence: A year of Progress and Purpose*." This report, mandated by the Community Safety and Policing Act (CSPA), provides a comprehensive picture of the state of policing in Ontario and delves into the common challenges police services and boards face across the province, as well as successful approaches and initiatives to confront those challenges.

As required by the CSPA, the Annual Report details how I have been fulfilling my legislative responsibilities to independently oversee the compliance and performance of legislated entities under the CSPA, including: complaints investigated and dealt with, inspections conducted, and any directions and measures issued.

The report also outlines the important and wide-ranging work being carried out by the dedicated professionals at the Inspectorate of Policing who are working every day to bring my mandate to life. I sincerely thank each of them for their tireless efforts and contributions, and look forward to continuing our work in the years to come.

I also want to extend my gratitude to you—the policing sector—for providing much of the insight and content reflected in this report. Your input has been invaluable, and we deeply appreciate your continued support.

Thank you for your continued trust and confidence in the Inspectorate of Policing.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety



June 24, 2025

Dear Mayors and Chairs:

**Re: Incidents of Violence and Harassment In Condominium Communities
Improved Police Presence, Responsiveness and Intervention Required**

We are writing to the mayors and chairs of the Police Services Board of major Ontario municipalities on behalf of the **Association of Condominium Managers of Ontario (ACMO)**, the **Toronto & Area and Eastern Ontario Chapters of the Canadian Condominium Institute (CCI)** and the Canadian chapter of the **Community Association Institute (CAI-C)**. As a result of the horrific Vaughan shootings in December 2022, in which five people involved with the governance of the condo corporation were murdered and one seriously injured, these associations have formed a joint Safety and Security Committee to identify areas where change is necessary to ensure that condominium communities are safe places to live for residents, and safe for those that work or volunteer in them.

Our associations are deeply concerned about the growing challenges created by incidents of harassment and violence within condominium communities across Ontario, which unfortunately appear to have increased even after the COVID pandemic, and the perceived inability of law enforcement to adequately respond to these situations, largely due to staffing constraints.

Condominiums are unique environments where individuals share close quarters and common spaces, sometimes leading to disputes that escalate into harassment or other troubling criminal behaviours. It is alarming to see a rise in incidents where condominium directors, condominium managers and related support staff are subjected to criminal harassment or threats of violence while carrying out their responsibilities. They are voicing genuine and significant apprehensions about their mental and physical safety.

Directors, condominium managers and other persons rely on timely police intervention to maintain safety and order within condominium spaces, particularly in situations involving harassment, intimidation, or repeated disturbances. Unfortunately, our observations and reports from multiple condominium boards and condominium management companies indicate a consistent pattern of delayed or inadequate responses from various police services to these situations. The sense is that officers can only focus on the most

egregious problems. Earlier engagement would help prevent escalation to the point of violence.

We acknowledge the tremendous pressures facing police services and the limitations imposed by budgets and current staffing levels. However, we have identified the following serious shortcomings experienced by members of the condominium community:

- **Inadequate Staffing.** The hiring and training of more constables to address community-level concerns, including harassment in shared residential settings, has not been prioritized.
- **Too Few Liaison Officers.** There are too few designated officers or units to work with condominium boards and condominium managers, ensuring timely responses and better communication. We see a need to foster stronger relationships between law enforcement and condominium residents through outreach and education initiatives.

We are happy to see that Toronto has recently announced an increase to the Police Services budget including mental health support. We encourage the board to ensure that some of the new hires will be focused on condominium issues.

The tax revenue from condominiums represents significant funding to municipalities, but residents are left feeling underserved, even though these densely populated communities are a source of significant interpersonal conflict. We encourage municipalities to allocate sufficient funding to police services to allow personnel to successfully manage the increased risks in these settings.

Improving police response capabilities is essential to maintaining the safety and security of condominium communities. We urge you to take proactive measures to address this growing concern. Our committee is eager to collaborate and provide further insights to support these efforts.

Thank you for your attention to this critical matter. We look forward to your response and the opportunity to work together to enhance community safety.

Yours truly,

Signed,

Mark Daye, President, ACO
Brian Antman, President, CCI-T
Nancy Houle, President, CCI- EO
Sally Thompson, President, CAI-C

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- cc. The Hon. Doug Ford, Premier of Ontario
 The Hon. Doug Downey, Attorney General of Ontario
 The Hon. Stephen Crawford, Minister of Public and Business Service Delivery and
 Procurement
 The Hon. Marit Stiles, Leader, New Democratic Party of Ontario; Leader, Official
 Opposition
 The Hon. Bonnie Crombie, Leader, Liberal Party of Ontario
 The Hon. Mike Schreiner, Leader, Green Party of Ontario

From: IOP Media (SOLGEN) <IOPMedia@ontario.ca>

Sent: Thursday, July 3, 2025 11:06 AM

To: IOP Media (SOLGEN) <IOPMedia@ontario.ca>

Subject: Inspector General of Policing Ryan Teschner Lays Out Vision for Future-Proofing Policing at Annual Conference of Ontario's Police Chiefs

External Email: Use caution with links and attachments



You are receiving this email because you signed up to receive emails about the Inspectorate of Policing's news and publications

Inspector General Ryan Teschner addressed Ontario's chiefs of police and senior leaders during the Ontario Association of Chiefs of Police 2025 Annual Conference.

In his address, Inspector General Teschner shared a forward-looking vision for the future of policing in Ontario. His remarks focused on future-proofing policing by advocating for a unified, data-informed, and community-driven approach grounded in meaningful outcomes and public trust. Inspector General Teschner also emphasized that the 'right touch' approach to independent oversight applied by the Inspectorate of Policing has already raised the performance bar across Ontario's policing sector, emphasizing excellence over outputs.

Read the [full speech](#).

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“Future-Proofing Policing and Leveraging Oversight to Make it Happen”

Keynote Address by Inspector General Ryan Teschner

Ontario Association of Chiefs of Police Annual Conference 2025

June 23, 2025

CHECK AGAINST DELIVERY

Good morning, everyone.

It's an absolute privilege to stand before all of you today—police leaders, partners, and vital voices in shaping the future of policing in Ontario. Your dedication to the safety and security of our communities is not just admirable; it is essential. Together, as those who deliver policing and those that oversee policing, we share a profound commitment to uphold the values that underpin our work: fairness, accountability, and respect for all. These values are not just foundational; they are transformative in how we engage with our communities – and, with one another.

Before we dive into the heart of our discussion, let me take a moment to acknowledge the critical work each of you does as chiefs and senior leaders in your organizations. Leading a police service today is no small task. You carry the weight of protecting public safety in an increasingly complex, demanding, and scrutinized environment. The stakes are high; public trust is fragile, and every decision can have far-reaching consequences. We have seen these play out, in various communities, right across this province. What starts off as a regular police interaction, leads to a text message or phone call to you, and then the scrutiny of media and public reaction.

You do all of this work while honoring the foundational principles of policing in a democratic society. Remember, these principles are not mere words; they are the bedrock of our legitimacy and the lens through which we engage with our communities, shaping the future of policing and the trust we build with those we serve.

You're going to hear a lot of future-proofing over the next few days, from a wide range of esteemed leaders and experts. So, it's always good to start with the core question. I'm going to kick things off this morning by giving you my two cents on what is future-proofing, and why it matters.

First, I'm going to tell you why it matters to me, Ryan. I'm going to tell you a story that, I'll admit, has nothing to do with policing, but everything to do with my realization that I must – we must – constructively challenge institutions, and in particular, challenge the passive acceptance of “this is the way we've always done it”... but, more importantly, MOST importantly, we must challenge ourselves. Our beliefs. Our willingness to accept the safety and security of the tried and true even when we can see some early cracks in the foundation.

Then I'll tell you why future-proofing matters to me, the Inspector General of Policing in Ontario, and why I think it should matter to you, as Ontario's police leaders.

I'll go on to share with you some of my ideas about how we should go about future-proofing Ontario police services, together, and finally, I'll ask you to think about your own challenges, your own ideas... because as you'll hear me say over the next 30ish minutes, you will achieve far greater success as leaders, and for policing, if you share not only the glory of the good times, but more essentially, the burden of the challenges in our midst.

Let me just say: you in the audience know Morgan Terry from my office. We had a good time bantering ideas back and forth and preparing for this speech together.

Unfortunately, she won the arm-wrestle that led to me having to use this photo.

Image description: A professional headshot of young Ryan Teschner, white male, short brunette hair, smiling. He is wearing a blue pinstripe suit with a red striped tie. The backdrop is grey.

This is me in 2006 as a young, bright-eyed, and bushy-tailed, brand-new associate with the law firm Heenan Blaikie. Heenan Blaikie was a Canadian legal institution, and at its peak in 2010, it had 560 lawyers and 1,300 staff in nine offices across Canada, as well as Paris.

I picked Heenan Blaikie on the recommendation of Eddie Greenspan, someone I had the good fortune of working with before I even went to law school. He worked with one lawyer in particular at Heenan Blaikie, and as I consulted Eddie on my big decision – a decision that could set the course of my legal career - I went with what he knew. And I will admit. It was the easy path. I was risk adverse and wanted comfort and stability and security. I liked the relative safety of this big, well-known institution, which still felt very much like a family business. And I was thinking about my own young family and making conservative career decisions that would ensure stability and security for them. So, I didn't really look outside, I didn't really consider other opportunities – other than other big, well-established firms. I didn't really dive into what could be better opportunities, or whether, deep down, I was really seeking a more important calling. And here's the reality for those of you who know how Heenan Blaikie's story ends: I probably never would have left Heenan Blaikie if its doors hadn't closed when the law firm collapsed.

Now, I began to hear murmurs and concerns about how the firm was being managed. The scandals, some of them making their way onto the front pages of newspapers – including allegations of one law partner engaged with an African dictator in some kind of arms-dealing situation. Then, partners started to leave – a trickle at first, that then sped up into something more like a conveyor belt. Now, I was still young – 34 years old. I wanted things to be okay. I didn't want to believe that the worst could be true. And, so, I didn't do what every good litigator is trained to do: ask the tough questions, of my leaders, or even of myself. I kept my head down and continued to do my work.

I didn't seek real answers and, I will admit, I became satisfied hearing what I wanted to hear: that the noise would eventually die down, and that Heenan Blaikie would continue to thrive.

If the partners issued messages of reassurance, I believed them...because I needed to go on believing in the security and stability that this institution provided for me and my family. Like an ostrich, I chose to keep my head in the sand.

And then, one day, it was over. The firm collapsed under the weight of the departures, some greed (because what is a good story without the greed angle?), the public noise and speculation, and its own management fumbles and self-interested decision-making. The halls started to empty. Lawyers started landing in places they had been having conversations with for a while. And, on the last day the Toronto office's doors were open, in January 2014, I found myself sitting in a boardroom on the 26th floor of the Bay-Adelaide Centre, drinking whisky with a colleague from what was left in the bottle surrounded by boxes and garbage and irrefutable physical evidence of all the cracks and murmurs and signs that I'd chosen to ignore. And that is when I realized I'd waited too long.

I'd waited because I believed – and wanted so badly to continue to believe — in the institution. And, as a senior associate with a long career ahead of him, I didn't think it my place to challenge it or the management decisions being made on my behalf. I believed that longevity meant stability which meant security...and that was my idea of success at the time. There was some element of loyalty there too, but what I now realize is that loyalty, like public trust, does not continue to exist in the absence of care and attention. Loyalty, like public trust, can erode with bad decisions that don't seek to strike a balance between the varied interests at play. Loyalty, like public trust, must continually be earned.

More importantly, though, I think it boiled down to a lack of honesty with myself, both about what I probably could have seen if I just opened my eyes and really looked, and also a lack of honesty about what I really wanted. Was it worth it to feel that job security if I was also miserable, stressed out, and was no longer feeling that I was contributing in the way I had dreamed of when I graduated law school? Ultimately, though, what happened to Heenan Blaikie – none of which was in my control – taught me to consider a whole new world of opportunity, and also, my role in contributing to the public good in a way that would make my children proud.

So, what did this experience teach me, specifically, that could be applied in the context of policing? Well, let me say a few things about why I think Heenan Blaikie failed, and we'll see if any it resonates with you.

First, as I said earlier, it felt like a family business because it was run like a family business. Despite the firm's significant growth over the years, in terms of the size of the workforce, the scope and scale of its legal portfolio, and the complexity of the work it managed, it was poorly managed and lacked a foundation of modern business structures that would enable adaptation and the ability to navigate modern challenges as it operated.

Second, governance was weak. Some would even suggest real governance was non-existent other than in name. The real leaders – the ones with the authority to make decisions – were all like-minded, shoot from the hip kind of guys who behaved more like highly paid employees than business owners. There was a lack of process and scrutiny, and information about finances and operations was closely guarded.

Third, the management failed to admit that it didn't know what it didn't know. Lawyering is a profession, yes. But running a law firm requires attention to the profession and to the business. In spite of that, there was very little real strategic planning, succession planning, or preparation for predictable impacts to operations like the end of big cases. Again, some talked the talk of these things, but these critical elements were not really in place, let alone nurtured and baked into the DNA of the firm. Some have said that the foundation was built on sand, creating great risk.

The firm had operated this way for years – with Roy Heenan as the family patriarch who couldn't let go. But, unfortunately, like a broken marriage, longevity is not a sign of success. When people end a marriage, those around them often say the marriage 'failed.' That's not failure. Ending something that doesn't work to consciously and deliberately move to a path of better is not failure. But here is a reality: you are all trained police officers. That 'gut feel' that detectives talk about is a real thing. And there are always signs – always – of organizational erosion... stagnation...or worse. Many had a 'gut feel' that things were not okay. But we took an institution for granted. We cannot, we must not, take our institutions for granted. In the case of Heenan Blaikie, the losses were certainly major, but when it comes to the institutions of policing, the stakes are so much higher.

So, pay attention to the murmurs and your 'gut feel,' and create pathways for people who are closer to the ground to say what they think and feel. Shake off the comfort of echo chambers, where you hear the same voices that help you justify status quo and tell you what you want to hear. Let those who are plugged in to real sentiment in the organization and the community ask, "what are we doing about this?" even if there's a risk that the answer is, "I don't know – yet." Because you can be sure that today's whispered concerns and quiet criticisms will be tomorrow's crisis.

This younger version of me learned the hard way, that you cannot act like an ostrich and bury your head in the sand. And I also now know that I knew that was exactly what I was doing – I just didn't want to admit it.

The exercise of future-proofing would have allowed Heenan Blaikie to anticipate future shocks and stresses and take steps to minimize their potential negative effects.

Future-proofing an organization does not protect it from every failure, which is an inevitable part of trying new things and learning about how to do better... but future-proofing supports the anticipation of and planning for change, increasing organizational resilience, and mitigating risks so you can continue to move forward – maybe differently, but forward.

So why should you, chiefs of police, care about future-proofing beyond securing a good performance review and a longer contract?

Let me take you to the night of a major protest in a mid-sized Ontario city not long ago. Crowds were gathering, tensions were rising—and officers on the ground needed real-time updates to respond effectively. But instead of accessing a common operational picture, neighbouring police services were using different systems. Communication between them broke down. One service deployed crowd control based on old intelligence, while the other was still waiting for confirmation from headquarters. The result? Confusion, public frustration, and a missed opportunity to de-escalate early.

That was not a failure of commitment or courage. It was a failure of connection. A failure of modernization. And it's not isolated. Across Ontario, too many services still operate in silos—each with their own tech, policies, data systems, and different definitions of and ways of measuring “effective policing.” The reality is that we behave as if every police service must reinvent the wheel—separately, differently, and at great cost – both cost in terms of dollars, cost in terms of the patience of the service's people to navigate change, and cost to public trust because we are less effective than we can be. And all too often, we chase outputs like arrest numbers or call clearance rates—rather than outcomes like trust, safety, and lasting impact. Yes, headlines are exciting and it's important to celebrate the wins, as long as those attention-grabbing headlines don't actually pull focus away from the daily, often unseen, certainly unsung, efforts of your service and your members to make a real, long-term and more permanent impact. Remember? The things you signed up for and talked about in your interviews for promotions, and even, for the chief's role.

We have seen where this leads in the business world. Think of BlackBerry. Once a Canadian titan, admired globally. But, when smartphones transformed expectations, BlackBerry clung to what had worked before. It stuck to what it knew and its comfort zone.

Siloed decision-making, slow innovation, and an unwillingness to rethink their model cost them the market—and the confidence of investors and customers. The parallels to policing are uncomfortable, but, instructive. They failed to future-proof.

As Sir Robert Peel put it nearly 200 years ago: *“The power of the police to fulfill their functions and duties is dependent on public approval...and on their ability to secure and maintain public respect.”* In other words, your legitimacy as a police service has only one source: the members of the community you serve. It is often hard to remember that in the cut and thrust of the real world, with legislative requirements to abide by oversight to engage with, budgets to get over the finish line, and different stakeholders seeking your attention for the issues or asks they bring forward. But you are in the role you are in. You have agreed to take it on, and you have put in the hard work to get to this place. You are your organization's leaders. So, while the work is hard, sometimes tiring and often unforgiving, the work needs your real leadership. If you stick to obsolete methods because it is too hard or too expensive to change, or rely on hollow metrics, or just stick to the status quo because it is easier or will rock the boat less, you chip away at that essential public approval. If your service does not show up, quickly, effectively, and with the goal at the conclusion of every interaction being to help people feel safer – even when you can't guarantee an outcome other than that – that essential ingredient of public approval starts to erode. And it is always harder to get it back than to continue to nurture it when it is present.

The world around us is changing fast. Today, maybe faster in pace than at times before. If we fail to use future-proofing as our compass—working together, strategically, and with purpose—we risk not only inefficiency, but, ultimately, irrelevance. The public's confidence is not a given. It must be earned, every day, through a policing approach that is future-focused, unified, and rooted in meaningful outcomes.

This is urgent. It is also achievable. Policing can not only evolve, it can set the horizon point for what evolution looks like, and it can also do more to set the pace. You, as Ontario's police leaders are entrusted with guiding that change. The time to act is now, for our services and for the public we serve.

Some good news – I hope – is that I try not to lecture. I commit. We are in this together. While we're approaching this with a different set of responsibilities, I can assure you that I, as Inspector General, am as committed as you are to future-proofing Ontario policing.

At the Inspectorate of Policing, our Strategic Plan lays out a clear vision: to help raise the bar of policing by promoting excellence, identifying risks early, and building public confidence in all we do. This isn't about overseeing from a distance; it's about appropriately collaborating with services and organizations, including the OACP, supporting sector leadership, and cultivating a culture of continuous improvement.

As we move forward, let's embrace a proactive, learning-focused approach to the challenges and opportunities ahead.

Now some of you may be thinking – you're telling me we're going to raise the bar – so where is the bar? How will we know when we've reached it, or even surpassed it?

I promise you I'm not going to talk about the CSPA and its regulations, other than to say that it does create a new and important bar for policing in Ontario.

The specific regulatory standards set out in the new Act are a minimum bar, to be sure, but a consistent and articulable one, nonetheless. It is a bar that we will be assessing you against from a compliance perspective, but when it comes to future-proofing, I can tell you that I'm more interested in leveraging the new Generally Applicable Standard to determine where the bar needs to be based on what is reasonable, in addition to what is written. Because, if you think about how to anticipate future risks in your own organizations, you should, and in fact, must, according to the GAS, consider how the needs of your community, your people, your geography, your past successes, your failures, and the successes and lessons of your colleagues, inform what good policing should look like in your jurisdiction. In some ways, it sounds simple. And, while it may be less simple in application, it is essential.

And we're going to help you measure your performance, and whether or not you're meeting, or even exceeding, the bar. We are actively developing a first-of-its-kind Police Performance Measurement Framework to assess how well Ontario police services and boards are performing. We're building out key themes, categories and metrics under three main pillars of measurement: (1) the overall organizational health of the police service board, the service and its members; (2) operational effectiveness, which will assess how well the actual policing functions are being delivered; and finally, (3) metrics that assess how well the board and service are doing in relation to community relationships and expectations.

We'll share more in due course about this work, and how it will help us all to better understand, measure, and raise the bar, but what I can tell you today, with certainty, is this: raising the bar means embracing innovative practices that not only enhance service delivery but also respond to your members' and our communities' evolving needs. The needs that may not have completely manifested today, but you can see early indications of. We must prioritize mental health crisis and intervention training for officers, while exploring and moving forward with co-designed and co-delivered alternative service delivery programs for mental health, homelessness, and addiction matters, as seen in initiatives across many Ontario police services. These will ensure your people are best equipped - and positioned to help deliver the best response for our communities.

Furthermore, let's leverage community feedback mechanisms—like the engagement strategies implemented in cities like Hamilton, Sarnia, Ottawa—to ensure our policies reflect the diverse perspectives of those we serve. Together, we can create a more robust and responsive policing model that not only meets the expectations of our communities but also anticipates their future needs.

And one more piece on this. I know that the concept of measuring is easier to articulate support for than necessarily apply in practice.

I realize that there may be reluctance on the part of some to really get to measuring, if doing so can identify areas of weakness that require attention. But I'll make a slight revision to a famous quote that rings true: you can't change what you don't measure. At the foundation of future-proofing must be a genuine openness – a cultural approach, even – to tracking and quantifying progress or a lack of progress to support improved performance. This approach is not meant to be a 'gotcha,' and I hope you see in the work we have been doing at the Inspectorate, that we don't do 'gotchas.' But part of looking toward and being ready for the future must be about marshalling data of different kinds to drive analytics that tells you what is going well now, what could be better now, and connecting dots between where your organization is relative to anticipated future developments, trends and needs. This approach will help you meet the future with the very best you are able to give.

I was pleased to see this approach on the ground most recently in London, with a commitment to fully analyze the early, positive indications flowing from the Open-Air Drug Use Strategy. Not a victory lap just when the early results come in, but a focused approach to continuous measurement and analysis, improvement based on the data, all with a view to driving the maximal community safety outcomes in partnership with others that have a role to play. Across Canada and globally, we see emerging trends reshaping policing. We face new and sophisticated security threats—cybercrime, extremism, and others. In Ontario, the Ontario Provincial Police has been at the forefront, developing specialized units to tackle these evolving threats head-on. Recently, the OPP's Cyber Crime Unit has been instrumental in dismantling networks involved in online exploitation, reinforcing the critical need for specialized training and resources.

Rapid technological change is another reality we must confront. Change with two dual impacts: how you do your work on a day-to-day basis as a police service, with functions that span emergency response, criminal investigations, and assistance to victims. And, how changes to technology show up in those that come under your investigative gaze and seeking to stay ahead of them.

Artificial intelligence, data analytics, and digital evidence are not just buzzwords; they are tools that can enhance your capabilities if you take the time and invest the organizational energy to understand their capabilities, and work with your teams to maximize their proper application within your organization. Of course, we must navigate these advancements cautiously to maintain ethical standards that respect civil liberties. The College of Policing in the UK has emphasized the importance of integrating technology responsibly, with a focus on community engagement and ethical considerations. We have already seen, here in Ontario, important efforts to do that through modern board governance that tackles issues like facial recognition, artificial intelligence, and body worn camera use.

Public expectations are shifting as well. The community demands greater transparency, equity, and responsiveness. New and modern legislation, like the Community Safety and Policing Act, are a testament to Ontario Policing's commitment to accountability and ethical conduct. We must actively engage with our communities to build stronger trust and cooperation—because trust is the currency of policing. The recent implementation of community-led initiatives, such as the Greater Sudbury Police Service's community-led Moose Hunt program supporting at-risk Indigenous youth, or in Woodstock, where the service has responded to the growth and growing diversity of the community by hiring a new Community Service Officer position, who works in and with the community to ensure increased emphasis on proactive engagement and learning from someone who actually knows and reflects the diversity of the community by hiring a new Community Service Officer position, who works in and with the community to ensure increased emphasis on proactive engagement and learning from someone who actually knows and reflects the diversity of that community. These kinds of initiatives showcase how we can align policing practices with the aspirations of our diverse populations, fostering a culture of collaboration.

At the same time, we must lead in the smart use of technology. Administrative burdens weigh heavily on officers and services. We need to leverage modern tools—intelligent case management systems, automated administrative workflows, and advanced analytics—to free up officer time for frontline, human-centered policing.

For example, the Guelph Police Service has established a Community Safety Operations Centre (CSOC) that uses integrated camera feeds and innovative software to increase community safety in the downtown core, including informing frontline officers and dispatch in ways that have resulted in decreased wait times for community members and faster suspect identification.

The deployment of body-worn cameras, digital evidence management systems, and online public engagement platforms must be ethical, transparent, and in alignment with public expectations.

The thoughtful use of artificial intelligence, particularly in areas like predictive analytics for resource deployment, must be part of our conversation. But, when it comes to some aspects of policing – like supporting survivors and good old fashioned detective work – technology cannot, and should not, replace the human touch. It can amplify what you do well, but your people still need to be at the front of doing it.

The use of technology in policing must be guided by two principles: effectiveness and legitimacy. If we adopt technology that is efficient but erodes public trust, we have failed. If we embrace technology that is transparent, fair, and improves service delivery, we have succeeded.

While technology evolves and threats emerge, the heart of policing remains unchanged. It's about relationships, trust, and presence in the community. The best technology in the world cannot replace the fundamental value of a police officer who knows their community—a familiar face, a trusted presence, a bridge-builder, a crime preventer, and an emergency response.

We must double down on community policing – even the things that may seem basic, but are tried, tested and true. That means investing time and resources to truly being present in our communities in a proactive way. For instance, the Toronto Police Service's Neighbourhood Officer Program, now in its twelfth year, places officers in communities for a consistent period of years, so that they get to know the community intimately, and the community gets to know and trust a face they will see over and over – both when things are good, and when help is needed.

Listening is also critical. We must engage in meaningful dialogue with community members. The recent U.K. Chiefs of Police Council's "Policing Vision 2030" report emphasizes the need for police to be more accessible and responsive to community input. We see ways in which the sector is doing this well, now – for example, community forums hosted by the Peel Regional Police, where residents can voice their concerns and suggestions, leading to actionable outcomes that are made public and measured.

Building relationships is essential—establishing trust before crises emerge. The "Community Engagement Strategy" implemented by various police services in Ontario demonstrates that proactive engagement leads to better outcomes during times of crisis. For example, the York Regional Police's outreach programs have successfully built trust in diverse neighborhoods, resulting in increased cooperation and collaboration with local residents during incidents, ultimately improving public safety. In Durham, "Durham Connect" brings interdisciplinary agencies around the same table to collaborate on areas of acutely elevated community safety risk to reduce or prevent harm. And there are many other examples. Good examples of how we bring communities into policing work and better serve our residents in the process.

This is a callback to the founding principles of policing articulated by Sir Robert Peel—principles that remain as relevant today as they were in the 1800s. In short, while the world is changing, the basic idea that “the police are the public and the public are the police” must anchor everything we do. And this is an anchor we must keep firmly planted, even when the ‘shiny thing of the day’ tries to occupy space and time. Future-proofing policing is also about never losing sight of the basic concept and operational principles that must animate any healthy police service. You can evolve, adapt, and do things differently and better – but making sure your compass points you always in the direction of working to enhance public trust and legitimacy – that should never change.

Now, when the sector talks about oversight, it is usually in the context of needing to be accountable to an independent authority. And, traditionally, oversight has been viewed through an adversarial lens—as something to resist or manage cautiously. This must change. But modern oversight is so much more than that. Let’s delve deeper into the role of oversight as a crucial tool for excellence in policing.

Oversight, when done properly, is not about “catching out” or second-guessing; it’s about improving performance, strengthening public confidence, and helping services get better every day. It’s about supporting excellence. The recent report from the UK’s HMICFRS on police effectiveness highlights how oversight can drive improvements in service delivery. Regular inspections and assessments provide police forces with critical feedback that motivates them to address weaknesses proactively and adapt to future challenges.

Consider the example of the Financial Conduct Authority (FCA) in the UK, which oversees financial markets. The FCA’s proactive regulatory framework not only identifies potential risks but also promotes compliance through advisory support, ensuring that financial institutions meet high standards. This model encourages innovation through collaboration while maintaining independent and ‘right touch’ oversight, fostering a culture of improvement rather than fear.

In the policing context, the Inspectorate of Policing is committed to these methods of operating that will support future-proofing. One of the significant ways we are doing this is by creating a Centre of Excellence that will provide advisory services and help embed best practices to police services and boards across the province. This initiative will help raise the collective bar of the sector by elevating the standards of policing through collaborative learning and shared experiences. For instance, by identifying and sharing best practices from successful Ontario police services – including with our own advice or direction on how to improve upon them – we can inspire others to innovate and adapt, thereby enhancing overall service delivery. But something that we will keep top of mind in this work – that is just as important as identifying the best practices – is talking about your capacity to implement them.

Because I am here to support your success. You have my assurance that I will not promote initiatives or practices without engaging you to have a clear understanding of what it will take to make it happen. And, where implementing what is best for Ontarians in policing requires legislative change or more resources, I will be an honest and independent voice that advocates for exactly that. Let me give you an example.

On May 26th, I released Policing of Protests and Major Events: Public Order Maintenance in Ontario, the first IG Spotlight Report.

As you know, it focuses on how police services across the province prepare for and respond to major events and protests and stems from a comprehensive inspection of all 43 municipal police services and the OPP. The report assesses compliance with prior provincial standards and identifies both strengths and areas for improvement, including in relation to new requirements under the CSPA. My overall conclusion is that public order policing in Ontario is strong. I also concluded that the public order policing system in Ontario would benefit from better and formalized coordination, clearer deployment criteria, and stronger officer support. But to do this, I acknowledge the need for, and make recommendations about, increasing capacity and resources, including through legislative change that would embed in law the current Hub model and enhance its operations to ensure its long-term sustainability, effectiveness, and permanence.

This report and the process through which we came to my final product is an example of oversight being applied to support policing excellence. First, the report promotes continuous improvement by offering 12 evidence-based recommendations—like better training, clearer deployment criteria, and formal debriefs after major events. Second, it builds accountability and transparency by making findings public and encouraging services to learn from each other. And third, we will support its implementation by monitoring progress against these recommendations with a view to moving the entire sector to a place of embedding them in your operations.

In short, this Report shows how modern oversight can drive real, practical improvements in policing—grounded in data, focused on people, and committed to public trust. Future-proofing through the application of modern oversight principles and our ‘right touch’ philosophy.

I want to take a moment to sincerely thank the OACP, and in particular Deputy Chief Roger Wilkie and Executive Director Paul Pedersen, as well as those who reviewed our report and provided feedback for me to consider. This was an important first example of collaboration and input on the Spotlight Report before its release. Something that I am starting to call “collaborative oversight” that better blends independent oversight with genuine partnerships, so that I can better execute my mandate in a way that will maximize this sector’s effectiveness, in the public interest.

When we work together, as we did on this, you help to make us better – and that’s a pretty powerful thing, and something which I do not take for granted. I hope you see the ways in which, in helping the Inspectorate be better, we can help you be better at future-proofing.

I would also like to thank police chiefs across Ontario—many of whom are here today—for the way you have welcomed the Inspectorate of Policing into your communities.

Your openness, willingness to collaborate, and commitment to improvement demonstrate that the Inspector General’s role and mandate are not only understood but embraced.

Real accountability and independent assurance do not weaken policing; they strengthen it. They help ensure that policing remains legitimate, resilient, and capable in a world of changing risks and rising expectations. The approach to embracing change and focusing on continuous improvement that we cultivate through oversight is commendable and essential for truly future-proofing the profession. It’s time to leverage oversight as a powerful tool for transformation, allowing us to not just react to challenges but to anticipate them and emerge stronger.

Future-proofing policing also means acknowledging that policing is not the answer to every societal issue. Good and strong partnerships are. Police must partner with health, social services, education, and community organizations to build resilient communities. Mental health, addiction, and homelessness require integrated, cross-sectoral responses. Of course, this does not mean police services won’t still be part of the solution, but, as you know all too well, you must also advocate for the right resources to be in place so that police are not, by default, society’s sole first responders. This will help you future-proof by creating more bandwidth in areas where it is for police to engage in prevention or responsive-based activities.

I realize that versions of these words have been articulated in various formulations, by various people, in various settings. I have heard them many times myself. But this does not mean that the central truth to these words is not very applicable to any conversation about future-proofing. In fact, this philosophy of partnership with others in the safety sector needs to be embraced in how you, as leaders, operate in your domains. This aspect of future-proofing is not about police organizations simply coming along for the ride when it comes to ways to ensure the right person is responding, either with police or on their own. It is about police services owning at least a part of this, leading the brokering of partnerships in a way that lives up to the philosophy of community safety and well-being, and making your data and information about how you operate available to others in the community safety landscape to help drive the changes we need to see.

Quite frankly, even though this is more about what others should or will do, you, as police leaders, may often need to be the spark that lights the fire.

The U.K. Commission on Crime and Justice has demonstrated that collaborative approaches can yield significant benefits. For instance, Mental Health Crisis Teams, which go by different names in Ontario, integrates police with mental health professionals, and consistently showcase how effective partnerships can create comprehensive responses to community needs. We see so many examples of this happening across the province, with benefits that are tangible, and we should lean into.

Also, within policing, partnerships are of critical importance, and future-proofing simply won't work as we wish it to if it a siloed exercise. Think about the ways in which you partner to increase horsepower and reach on large-scale investigations through JFOs and consider whether you can take a similar tactical approach to taking down other challenges you're collectively facing. Work with your boards, work with your associations, and most importantly, work with each other... so that whether you're sharing in your successes or sharing the burden and heavy lift that comes with looking around corners and preparing yourself to meet tomorrow's challenges, you'll never miss the opportunity to learn from one another, leverage one another, avoid mistakes others have made, and double down on successes by amplifying them across this sector. It is truly time not only to "share what's there," but to use evidence of success by another as an invitation to upping your own success, so that each of you benefit, and as a result, we lift all the boats at the same time.

I know many of you in this room have a Chief for a Day program and what a great experience it must be for these kids... but also, I wonder, for those of you who've spent the day with one of these young leaders, when we go past the pictures to what this is really about, how does it impact you when you consider that they really are the potential future of your organization?

To be sure, there are things we could all learn from kids that would help us as leaders in a new era of policing. Kids are enthusiastic, creative, and willing to try new things and take risks, which is why they learn and grow so fast. And today's police leaders must embrace continuous learning – even when it is uncomfortable – because yesterday's best practices may not meet tomorrow's challenges.

But there are some other things that those in this room serious about future-proofing will take to heart and find a way to activate in your organizations and spheres of influence in a consistent way.

First, let's talk about leadership development. Looking one last time to the U.K., the College of Policing's commitment to the focused and disciplined development of leaders underscores the importance of cultivating adaptive leaders who can navigate the evolving landscape of policing. They are investing in leadership development because it needs focused attention and investing in.

Like my Heenan Blaikie story, policing is both a profession and a service that, in many ways, resembles a business operation. But why do we expect police officers to grow up and, somehow, become the leaders we need of multi-million or even billion-dollar organizations? We can't just chance it. We have to be serious. And that means you – as the leaders of now – have to ensure your organization is equipped and investing in the policing leaders we in Ontario need for tomorrow.

Respectfully, you are best positioned to fulfil this duty. And, once again – there is no need for 44 approaches to this. Collectively, we must be able to identify what is needed universally, what works well already, and invest time and resources to ensure the balance of what we need can be in place – consistently, from one corner of this province to another.

Second, let's talk about working across and between. Beyond leadership development generally, and in recognition of the growing complexity of community safety issues that impact our communities and their members, police leaders must be systems thinkers—able to see connections across disciplines, sectors, and communities—in order to build those critical partnerships, I mentioned earlier and turn them into positive community safety outcomes.

Third, let's highlight the need for organizations to represent those they serve. Leaders must also be cultural diversity champions—not just in hiring or in relation to a particular metricized outcome, but in building inclusive cultures that allow every officer and civilian member to bring their whole selves to their work. To ensure that the community comes into the walls of your organization so that you can truly have a continuous pulse check on where you need to be, and how you need to show up. I know many of you have made great strides in doing this important work already. I would urge you to continue, and to demonstrate that these things are not moments in time – they are woven into the fabric of what an Ontario police service is about. You can look both domestically and around the globe to see evidence of how initiatives aimed at building inclusive organizations drive up job satisfaction, reduce labour relations strife, improve outward service delivery, and foster public trust.

Finally, our leaders must be courageous—willing to make the hard choices that innovation demands. This includes embracing new methodologies, technologies, and partnerships that can enhance our effectiveness in serving the public.

It also includes being honest with your boards about where you are as an organization, what capabilities you wish to acquire or further develop, and what it will take to get there. Honesty, and maybe even a little vulnerability on your part as chiefs – recognizing that you're the leader, but you're only one person – will help the board know what YOU need to be successful. Sometimes, that may require a conversation about prioritizing or re-prioritizing. Sometimes, it will be a conversation about net new investment. Sometimes, it will be a conversation about altering the focus of existing investments. You are the chiefs and senior leaders. You can and should be able to best articulate how prioritizing or investing can improve the service's ability to deliver, enhance the public's regard for the work you do, and drive positive community safety outcomes over the long term. You can also articulate how the absence of doing these things will hold the organization back, and, ultimately, not serve the community.

And you can marshal your data and other evidence so that the conversation is grounded in truth and fact. Future-proofing is about using what you got to connect the dots and move people towards thinking forward.

Closing: A Call to Action for Chiefs and Policing Leaders

Chiefs, future-proofing policing is not a project with a start and end date. It's a mindset, a way of leading, a commitment to adapt, improve, and stay rooted in the public trust that is at the core of our legitimacy.

It demands that we hold onto what makes policing noble—service, courage, compassion—while boldly innovating for the future. It demands that we invest in our people, leverage technology smartly and follow the evidence, welcome modern governance, build deep community relationships, lead with humility and depth of thought, and embrace the opportunities that oversight provides to grow stronger.

At the Inspectorate, we are your partners in this work. Together, I am asking for your renewed commitment to raise the bar – to future-proof policing for the communities we all proudly serve. And, to solidify Ontario's policing sector as the shining star example of the very best of policing performance around the globe.

Thank you.

From: Ten2One Foundation <admin@ten2onefoundation.org>

Sent: Friday, July 11, 2025 4:36:02 PM

To: Stevenson, Kirsten <Kirsten.Stevenson@hamilton.ca>; don@comchoice.ca <don@comchoice.ca>; info@onshipyards.com <info@onshipyards.com>; Office of the Mayor <Officeofthe.Mayor@hamilton.ca>; Pauls, Esther <Esther.Pauls@hamilton.ca>; Ward 2 <ward2@hamilton.ca>; anjali.menezes@medportal.ca <anjali.menezes@medportal.ca>

Subject: Introducing Ten2One Foundation: Empowering Communities in Hamilton

External Email: Use caution with links and attachments

Dear Members of the Hamilton Police Service Board:

I hope this message finds you well. My name is Nancy Turcotte, and I am writing on behalf of **Ten2One Foundation**, a national non-profit organization dedicated to empowering individuals and fostering stronger, more inclusive communities through mentorship, leadership development, and advocacy. We believe the Hamilton Police Service shares our commitment to community engagement, and we are excited to introduce our work to you.

Ten2One Foundation operates three impactful programs:

- **Ten2One Kids:** A program that provides children with safe, structured activities to build confidence, teamwork, and leadership skills.
- **Ten2One Teens:** Focused on mentorship and leadership development, this program supports youth in reaching their full potential and contributing positively to their communities.
- **Ten2One Too:** Offering tailored support and resources, this program helps individuals facing unique challenges to achieve personal growth and inclusion.

These programs are delivered in community centers or other safe spaces within Hamilton and across Canada, provided at no cost. Through our work, we aim to foster belonging, confidence, and resilience in participants, helping to strengthen the communities we serve.

We would welcome opportunities to collaborate with the Hamilton Police Service, exploring how our programs can align with your efforts to enhance community well-being. Please let us know if we can arrange a meeting or provide further details about our initiatives and impact.

Thank you for your time and consideration. Together, we can make a positive and lasting difference in Hamilton.

Warm regards,

Nancy Turcotte - Director

ten2onefoundation.org

s. 501(c)(3) non-profit program

Corporation under *Canada Not-for-Profit Corporations Act*

USA (747) 998-7032 - CA (416) 712-1742





Ten2One Kids Program Overview (For Kids Aged 6 - 18)

We believe when youth and law enforcement work together, communities flourish, and lasting change is achieved.



TEN2ONE KIDS PROGRAM FOCUS

- ✓ **Early Mentorship:** Builds trust between police and youth aged 6 to 12 through play-based and collaborative sessions (twice per month).
- ✓ **Community-Centred Learning:** Activities focus on creativity, teamwork, empathy, and leadership in safe, inclusive spaces.
- ✓ **Parental Involvement:** Parents/guardians are invited to participate, supporting stronger community bonds and accountability.

Through direct, positive interactions between youth and law enforcement, we create a scalable mentorship model that promotes open dialogue and leadership development for young people.



Agenda Package 44 (Oct 13)

TEN2ONE

Humanize
and
Harmonize

ENSURING THE COMMUNITY'S WELL-BEING

Ten2One is a program built on the founding principle of humanizing and harmonizing police-community relationships.

Offering structured mentorship and frequent meaningful engagement for prosperity in a positive, supportive environment.



TEN2ONE FOUNDATION

Canadian Not-for-Profit Corporation

Website: www.ten2onefoundation.org

Email: admin@ten2onefoundation.org

Phone : (416) 712-1742



Ten2One Kids Monthly Programming



Month 1



Session 1: Welcome to Ten2One Kids

- Activity: "Get to Know Me" Flashcards & Group Banner
- Focus: Trust-building, active listening, shared goals

Session 2: Fun Foundations

- Activity: Trust Tower Challenge
- Focus: Communication and collaboration

Month 2



Session 1: The Art of Listening

- Activity: Blindfolded Trust Walk
- Focus: Verbal communication, trust, empathy

Session 2: Confidence Through Creativity

- Activity: Community Poster Art
- Focus: Visual storytelling, teamwork, passion

Month 3



Session 1: Putting the Pieces Together

- Activity: Puzzle Race & Empathy Role-Play
- Focus: Patience, empathy, creative problem-solving

Session 2: Building Bridges

- Activity: Popsicle Stick Bridge Challenge
- Focus: Innovation, collaboration, connections

Month 4



Session 1: Planter Making

- Activity: Decorate Personalized Planters
- Focus: Self-expression, creativity, reflection

Session 2: Planting Seeds of Growth

- Activity: Seed Sowing in Decorated Planters
- Focus: Responsibility, nurturing relationships, care

Ten2One Kids Monthly Programming



Month 5



Session 1: Meet the Helpers

- Activity: Dress-up & role play as community helpers
- Focus: Community awareness, problem-solving

Session 2: Build Our Community Puzzle

- Activity: Create and Assemble Collaborative Puzzle
- Focus: Unity, individual contribution, shared purpose

Month 6



Session 1: Leadership in Action

- Activity: Capture the Flag
- Focus: Leadership, strategic thinking, support

Session 2: Water Play Extravaganza

- Activity: Water Balloon Toss, Relays, Boat Races
- Focus: Team spirit, fun, creative play

Month 7



Session 1: Nature Appreciation

- Activity: Nature Walk & Scavenger Hunt
- Focus: Observation, environment, teamwork

Session 2: Game Day Extravaganza

- Activity: Sports (Relays, Soccer, Jump Rope)
- Focus: Perseverance, inclusive play, celebration

Month 8



Session 1: Heros Field Trip

- Activity: Visit to Police Station or Fire Hall
- Focus: Career exploration, trust-building, safety

Session 2: The Luncheon

- Activity: Community Picnic with Games
- Focus: Bonding, relaxation, appreciation

Ten2One Kids Monthly Programming



Month 9



Session 1: Teamwork Challenges

- Activity: Build Paper Structures
- Focus: Creative resilience, trial-and-error, group input

Session 2: Communication

- Activity: Conflict Resolution Role-Play with Puppets
- Focus: Empathy, compromise, peaceful resolution

Month 10



Session 1: Community Appreciation

- Activity: Park or Playground Cleanup
- Focus: Service, environmental care, teamwork

Session 2: Fall into Fun

- Activity: Pumpkin Decorating, Haystack Treasure Hunt
- Focus: Seasonal joy, observation, teamwork

Month 11



Session 1: Gratitude

- Activity: Create a Gratitude Tree
- Focus: Reflection, thankfulness, positivity

Session 2: Giving Back

- Activity: Assemble Care Packages for Community
- Focus: Generosity, compassion, civic responsibility

Month 12



Session 1: Reflection and Celebration

- Activity: Party with Crafts and Cookie Decorating
- Focus: Celebration, cultural joy, creative play

Session 2: The Reflection Gala

- Activity: Year-End Showcase & Group Thank You Card
- Focus: Memory sharing, reflection, closure



Ten2One Teens Program Overview (For Kids Aged 13 - 17)

We believe when youth and law enforcement work together, communities flourish, and lasting change is achieved.



TEN2ONE TEENS PROGRAM FOCUS

- ✓ **Breaking the Cycle:** Combats youth recidivism by pairing teens aged 13–17 with mentors through a structured engagement model rooted in martial arts, discipline, and reflection.
- ✓ **Empowerment Through Mentorship:** Builds trust between teens and law enforcement by fostering personal growth, resilience, and mutual respect through bi-weekly mentoring sessions.
- ✓ **Skill Building for Life:** Equips participants with critical life skills—leadership, communication, and decision-making—to support their reintegration into school, family, and community life.

Ten2One Teens pairs police officers with youth aged 13–17 in an immersive bi-weekly mentorship experience that combines the discipline of martial arts with real-world life skills to break cycles of reoffending and build pathways to success.



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TEN2ONE FOUNDATION

Canadian Not-for-Profit Corporation

Website: www.ten2onefoundation.org

Email: admin@ten2onefoundation.org

Phone : (416) 712-1742



Ten2One Teens

Monthly Programming



Month 1



Session 1: Martial Arts Introduction

- Activity: Foundational martial arts drills & breathing
- Focus: Confidence, mental clarity, physical control

Session 2: Financial Literacy Basics

- Activity: Budgeting 101 and financial goal setting
- Focus: Budgeting, saving, money awareness

Month 2



Session 1: Martial Arts for Perseverance

- Activity: Drills that emphasize repetition and resilience
- Focus: Endurance, mindset, goal persistence

Session 2: Job Readiness Workshop

- Activity: Resume building and mock interview practice
- Focus: Confidence, professionalism, communication

Month 3



Session 1: Martial Arts & Mindfulness

- Activity: Slow, controlled techniques & breathing
- Focus: Emotional regulation, calmness, self-awareness

Session 2: Know Your Rights Workshop

- Activity: Real-world scenarios and legal Q&A
- Focus: Legal literacy, respectful interactions, empowerment

Month 4



Session 1: Martial Arts for Resilience

- Activity: Obstacle-based martial drill & challenges
- Focus: Adaptability, creative thinking, persistence

Session 2: Mental Health Awareness

- Activity: Recognizing stress signs and coping strategies
- Focus: Emotional wellness, support-seeking, resilience

Ten2One Teens

Monthly Programming



Month 5



Session 1: Martial Arts for Self-Discipline

- Activity: Repetition drills and posture control
- Focus: Consistency, focus, confidence building

Session 2: Effective Communication Skills

- Activity: Role-playing respectful dialogue & conflict scenarios
- Focus: Listening, de-escalation, expressing needs

Month 6



Session 1: Martial Arts for Teamwork

- Activity: Partner mirroring and coordination exercises
- Focus: Collaboration, trust-building, awareness

Session 2: Goal Setting & Time Management

- Activity: SMART goal writing and time blocking
- Focus: Planning, motivation, execution

Month 7



Session 1: Martial Arts for Confidence

- Activity: Confident posture & vocal assertiveness drills
- Focus: Self-belief, presence, emotional courage

Session 2: Leadership & Problem-Solving Workshop

- Activity: Leadership simulation & problem-solving
- Focus: Decision-making, initiative, team leadership

Month 8



Session 1: Martial Arts for Boundary Setting

- Activity: Voice control and confidence stance training
- Focus: Self-awareness, assertiveness, safety

Session 2: Financial Literacy 2.0

- Activity: Real-world budgeting and saving strategies
- Focus: Financial confidence and goal planning

Ten2One Teens

Monthly Programming



Month 9



Session 1: Martial Arts for Adaptability

- Activity: Reaction drills & adaptation challenges
- Focus: Quick thinking, calm under stress, solutions

Session 2: Career Readiness Workshop

- Activity: Careers, resume tweak, and mock interviews
- Focus: Job preparedness and real-world application

Month 10



Session 1: Self-Defence Training

- Activity: De-escalation, and situational awareness
- Focus: Self-protection, confidence under pressure

Session 2: Emotional Resilience Workshop

- Activity: Coping strategies and group reflection
- Focus: Mental strength / management and inner calm

Month 11



Session 1: Martial Arts for Mutual Respect

- Activity: Partner synch drills & support challenges
- Focus: Trust, shared effort, respectful collaboration

Session 2: Gratitude & Community Giving Workshop

- Activity: Gratitude tree and community impact ideas
- Focus: Appreciation, civic responsibility, kindness

Month 12



Session 1: Martial Arts for Mindful Reflection

- Activity: Guided meditation, and reflection circles
- Focus: Mindfulness, closure, self-recognition

Session 2: Vision & Goal-Setting Workshop

- Activity: Vision boards and goal planning
- Focus: Self-direction, motivation, long-term planning



Ten2One Too Program Overview (For Kids with Special Needs)

We believe when youth and law enforcement work together, communities flourish, and lasting change is achieved.



TEN2ONE TOO PROGRAM FOCUS

- ✓ **ASD-Inclusive Mentorship:** Designed for children on the autism spectrum, this program fosters emotional expression, sensory-friendly engagement, and social development through guided creative play.
- ✓ **Safe and Supportive Spaces:** Each session is built around consistency, structure, and positive reinforcement—ensuring participants feel secure, heard, and valued.
- ✓ **Empowering Individual Growth:** Through art, music, movement, and interactive safety lessons, children gain confidence, life skills, and meaningful community connections.

Ten2One Too is an inclusive mentorship program for children on the autism spectrum and with diverse abilities. Through sensory-friendly, play-based activities, it fosters confidence, communication, and community connection in a safe, supportive environment.



Agenda Package 48 Oct 13

TEN2ONE

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and
Harmonize

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Offering structured mentorship and frequent meaningful engagement for prosperity in a positive, supportive environment.



TEN2ONE FOUNDATION

Canadian Not-for-Profit Corporation

Website: www.ten2onefoundation.org

Email: admin@ten2onefoundation.org

Phone : (416) 712-1742



Ten2One Too Monthly Programming



Month 1



Session 1: My Safe Space

- Activity: Personalized "safe space" painting
- Focus: Self-expression and emotional safety

Session 2: Understanding Strangers

- Activity: Scenarios using role-play and safe zone mats
- Focus: Safety, critical thinking, trust-building

Month 2



Session 1: Feel the Rhythm

- Activity: Interactive music-making & movement game
- Focus: Motor coordination, rhythm, joyful expression

Session 2: Nature Art

- Activity: Nature walk and art collage
- Focus: Sensory exploration, observation, creativity

Month 3



Session 1: Mapping Our World

- Activity: Interactive map play
- Focus: Spatial awareness, preparedness, & confidence

Session 2: Clay Creations

- Activity: Shape, decorate, and paint with air-dry clay
- Focus: Fine motor skills, creativity, calming sensory input

Month 4



Session 1: Marine Discovery

- Activity: Marine life art using textures & toy sea animals
- Focus: Curiosity, sensory play, creativity

Session 2: Fire Safety Practice

- Activity: Fire safety with visuals, props, and role-play
- Focus: Emergency response, repetition, confidence building

Ten2One Too Monthly Programming



Month 5



Session 1: Inner Warrior

- Activity: Safe, non-contact martial arts basics
- Focus: Self-discipline, focus, empowerment

Session 2: Autumn Art

- Activity: Create fall-themed collages
- Focus: Seasonal awareness, sensory expression

Month 6



Session 1: Gratitude Tree

- Activity: Messages on a collaborative classroom tree
- Focus: Positive emotion, group sharing, reflection

Session 2: Celebration Party

- Activity: Arts & crafts and a slideshow celebration
- Focus: Celebration, reflection, sensory joy

Month 7



Session 1: Movement & Balance

- Activity: Follow-along yoga with visual guides
- Focus: Body awareness, calmness, flexibility

Session 2: Storytelling with Puppets

- Activity: Puppet role-play to explore emotions
- Focus: Emotional ID, communication, self-expression

Month 8



Session 1: Superhero Day

- Activity: Superhero role-play of personal strengths
- Focus: Empowerment, confidence, kindness

Session 2: Obstacle Course Adventure

- Activity: Fun obstacle course with safe props & stations
- Focus: Motor planning, teamwork, self-regulation

Ten2One Too Monthly Programming



Month 9



Session 1: My Community Helpers

- Activity: Meet real police officers or firefighters
- Focus: Safety awareness and real-world connection

Session 2: Community Mural Creation

- Activity: Create a mural about kindness and friendship
- Focus: Collaboration, communication, belonging

Month 10



Session 1: Fall Festival Fun

- Activity: Pumpkin painting, crafts, & tactile exploration
- Focus: Sensory play, seasonal learning, creativity

Session 2: Harvest Celebration

- Activity: Food activities, music, and inclusive games
- Focus: Social interactions and sensory exploration

Month 11



Session 1: Giving Back Together

- Activity: Care kits for shelters or seniors
- Focus: Compassion, contribution, connection

Session 2: Sound & Light Exploration

- Activity: Light tables, visual toys, and soft instruments
- Focus: Sensory discovery, curiosity, safe exploration

Month 12



Session 1: Cookie Decorating Party

- Activity: Decorate cookies using visual recipes
- Focus: Choice-making, creativity, celebration

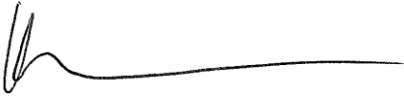
Session 2: Year-End Reflection Gala

- Activity: Slideshow, memory board, & group thank-you
- Focus: Memory sharing, recognition, closure

HAMILTON POLICE SERVICE BOARD

RECOMMENDATION REPORT



TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	July 24, 2025
SUBJECT:	Auction Account Requests for Funding and Support
REPORT NUMBER:	PSB 25-021
PRESENTATION:	No
OUTSTANDING BUSINESS ITEM:	No
PREPARED BY:	Lucia Romano
SUBMITTED BY:	Kirsten Stevenson, Executive Director
SIGNATURE:	

RECOMMENDATION(S)

Based on past practice and in accordance with the Board's Auction Account Policy:

- a) That tickets at a cost of \$155 each be purchased to attend the Rotary Club of Hamilton AM's fundraising event 'Around the World & Beyond, taking place on August 22, 2025 at the Tamahaac Club in support of organizations whose programs address the educational and advocacy needs of the children and families in Hamilton's North End; and
- b) That a donation of \$500 be made to Autism Ontario for the 11th Annual Dundas Lions 'Ride 4 Autism', taking place on August 24, 2025, at the Dundas Airforce Club in order to provide programs and resources aimed at enhancing the lives of autistic individuals and their families; and
- c) That tickets at a cost of 155 each be purchased to participate in the Glanbrook Community Services Annual Golf Tournament on September 6, 2025, at the Southbrook Golf and Country Club, in support of essential programs and services that provide support to seniors, youth, and young families in Hamilton; and
- d) That tickets at a cost of \$50 each be purchased to attend the St. Joseph's Healthcare Foundation's 'A Mental Health Morning', taking place on October 8, 2025, at Carmen's Event Centre, in support of St. Joe's mental health and addiction services; and

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

- e) That tickets at a cost of \$300 per individual be purchased to participate in the 21st Annual Anne & Neil McArthur Memorial Golf Tournament taking place on October 7, 2025 at the Dundas Valley Golf & Curling Club to provide compassionate care and support to the residents and families of St. Joseph's Villa and Margaret's Place Hospice; and
- f) That funding for approved events be taken from the Auction Account.

EXECUTIVE SUMMARY

- The Hamilton Police Service receives numerous requests each month for funding and support of local initiatives, programs, and events.
- The Board has established the Auction Account Fund to support and encourage the participation of members of the Board, the Hamilton Police Service and the citizens of the City of Hamilton in policing and justice initiatives that promote positive community partnerships and enrich the quality of life in Hamilton.
- The Auction Account Policy sets out guiding principles and eligibility criteria for the use of Auction Account funds.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Funds will be drawn from the Auction Account

Staffing: Not applicable

Legal: Not applicable

ALTERNATIVES FOR CONSIDERATION

The Board may wish to revise or decline funding and/or support requests.

APPENDICES ATTACHED

Appendix A – Funding request details.

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

APPENDIX 'A' TO REPORT PSB 25-021



ROTARY CLUB OF HAMILTON AM

Rotary Club of Hamilton AM Presents *Around the World & Beyond*

As a valued member of our community, we are thrilled to invite you to support the Rotary Club of Hamilton AM's upcoming fundraising event, ***Around the World & Beyond***, taking place on **Friday, August 22, 2025, at the exquisite Tamahaac Club.**

This year's theme celebrates *International Flavours from Around the World*, and we are reaching out to ask for your support in making this event a remarkable success, not just for our Rotary Club, but for the many lives touched by our work in the community.

For 39 years, the Rotary Club of Hamilton AM has been dedicated to creating positive change locally and globally. Our fundraising initiatives are essential in supporting programs that directly address the needs of Hamilton's North End.

Proceeds from this year's event will benefit three exceptional organizations:

- **Start2Finish (S2F):** A leader in after-school programming, S2F bridges gaps in literacy and well-being for children and youth living in poverty.
- **The Centre for Diverse Learners:** Committed to empowering neurodiverse individuals and their families through advocacy, education, and support services.
- **Telling Tales:** A literacy-focused organization offering year-round, free programming to children and families, promoting a lifelong love of reading and learning.

Around the World & Beyond is one of our most anticipated events, bringing together hundreds of community supporters, including business leaders, local changemakers, and passionate individuals like you. Guests will enjoy an unforgettable evening featuring global cuisine, drinks, live entertainment, exciting prizes, and more.

We offer a range of sponsorship opportunities tailored to fit different interests and budgets. Details are included on the attached page.

Thank you for considering our invitation to support this meaningful event. Together, we can help pave the way for a brighter future in our community. To donate or explore sponsorship options, please visit: <https://hamiltonamrotary.ca>

We look forward to the opportunity to partner with you and your organization and celebrate our shared commitment to making a positive impact, right here at home.

Warm regards,

Don Grennan
President & Event Co-Chair
Rotary Club of Hamilton AM

Mindy Tweedle
Event Co-Chair
Rotary Club of Hamilton AM



ROTARY CLUB OF HAMILTON AM

AROUND THE WORLD & BEYOND

INTERNATIONAL
FOOD STATIONS
BEER/WINE
SILENT/LIVE
AUCTION

AUGUST 22ND, 2025

6:00 PM

TAMAHAAC CLUB

180 FILMAN RD, ANCASTER, ON

\$155pp

Register at

<https://bit.ly/AroundtheWorld2025>

Sponsorships available





ROTARY CLUB OF HAMILTON AM

★ AROUND THE WORLD & BEYOND

AUGUST 22ND, 2025

6:00 PM

TAMAHAAC CLUB

180 FILMAN RD, ANCASTER, ON

SPONSORSHIPS OPPORTUNITIES

CELESTIAL TITLE SPONSOR

\$10,000

- 10 TICKETS TO THE EVENT
- PROMINENT VERBAL RECOGNITION DURING THE EVENT
- OPPORTUNITY TO SPEAK AT THE EVENT
- LOGO RECOGNITION DURING THE EVENT
- LOGO RECOGNITION IN EVENT MATERIAL
- LOGO IN E-COMMUNICATION TO ATTENDEES

STELLAR SPONSOR

\$3000

- 4 TICKETS TO THE EVENT
- FOOD STATION SPONSOR
- LOGO RECOGNITION DURING THE EVENT
- LOGO RECOGNITION IN EVENT MATERIAL
- LOGO IN E-COMMUNICATION TO ATTENDEES

SHOOTING STAR SPONSOR

\$1500

- 2 TICKETS TO THE EVENT
- LOGO RECOGNITION DURING THE EVENT
- LOGO PLACEMENT AT THE EVENT MATERIAL
- LOGO IN E-COMMUNICATION TO ATTENDEES

COSMIC DELIGHT

\$750

- 1 TICKET TO THE EVENT
- LOGO RECOGNITION DURING THE EVENT
- TAX RECEIPT \$400

TWINKLE FRIENDS OF ROTARY

\$250

- FULL TAX RECEIPT

FOR INFORMATION CONTACT

MAC LASHLEY

MACD.ROTARY@GMAIL.COM

Register at

<https://bit.ly/AroundtheWorld2025>

July 10, 2025



Hamilton Police Services Board,
155 King William St.,
Hamilton, ON.
L8R 1A7
Attn: Sandy Pollock

Hello Sandy

Help us with the 11th Annual Dundas Lions Ride for Autism August 24, 2025

The Dundas Lions Club and Autism Ontario would like to invite you to support our Annual Ride 4 Autism. Our teams work extremely hard to organize this Ride to raise awareness and support for Autism. All profits will be donated to Autism Ontario, where they will directly support programs and resources aimed at enhancing autistic individuals and their families. On August 24, 2025, we will be hosting our 11th annual Ride 4 Autism and are proud to say, over the last 10 years, we have raised over 110,000.

Riders and their passengers start off at the Dundas Airforce Club and then wind their way through the countryside before returning for a full celebration with friends and family. The afternoon activities include a BBQ, prizes and contests.

We cannot host this event without the tremendous support we receive from supporters, like yourselves. Please consider supporting our event with one of the following options:

- ❖ **Gold Sponsorship \$1000:** Includes a banner, social media acknowledgement and a large logo on the front of our event t-shirt that riders receive
- ❖ **Silver Sponsor \$500:** Includes a banner, social media acknowledgement and a medium logo on our event t-shirt that riders receive
- ❖ **Bronze Sponsor \$250:** Includes a banner, social media acknowledgement and a small logo on our event t-shirt that riders receive
- ❖ **T-Shirt Sponsor \$60:** Includes a small logo on our event t-shirt that riders receive and social media acknowledgement
- ❖ **Prize Table Supporter:** You may wish to help us achieve our goals by contributing items to our auctions and raffles.
- ❖ **Financial Sponsorship:** Consider making a financial donation to support our event

Your company name will be proudly displayed on all advertising and with signage at the event itself. Both the Dundas Lions Club and Autism Ontario will recognize your involvement on all of our social media platforms.

If you'd like to support our event or discuss our plans, please contact us at the info below. Thank you very much for your time and support and we look forward to the opportunity to work with you on the 2025 Ride4Autism!

Sincerely,

Rick Spencer
Dundas Lions Club
Ride4Autism Team

Janine O'Brien
Fund and Volunteer Coordinator
Autism Ontario South Region
janine.obrien@autismontario



To: Pollock_Sandy

Subject: RE: Emailing: Ham. Police Services Board

ATTENTION: This email originated from a sender outside of the HPS. Please avoid clicking links or opening attachments from external senders unless you are certain it is safe to do so.

Hi Sandry

Here is what Autism Ontario does with the money donated.

Just in case you need or get any questions.

Thank

wayne

At Autism Ontario, we provide programming and support for autistic individuals and their families. Many of our programs offer inclusive activities in which we are able to see the benefits of social and community integration, support for families and caregivers, and what an accepting community can look like. Funds raised from the annual Ride4Autism event go directly to supporting programs and resources aimed at enhancing services for autistic children, youth, and adults, and their families in the Hamilton-Wentworth area. A few past initiatives made possible through this generous donation from the annual ride include an adaptive gym & swim program, sensory-friendly movie screenings, social outings to venues like Crock A Doodle and bowling alleys, holiday family celebrations, and a LEGO Club designed to foster creativity in an inclusive environment. All programming is developed with input from the local community and guided by a commitment to enhancing inclusivity for the autistic community.



DUNDAS LIONS 11th ANNUAL



RIDE4AUTISM

Sunday August 24, 2025

The **Dundas Lions Club** and **Autism Ontario** are hosting their 11th annual Motorcycle **"Ride4Autism - Ontario"** event. All of the proceeds (or a portion of the proceeds) are provided to Autism Ontario to support social or learning opportunities for those on the spectrum in the City of Hamilton local area.

One in 66 children in Ontario is diagnosed with Autism.

Starting and Finishing at the
Hamilton Air Force Club
128 King Street East, Dundas, Ontario

Riders Register for **\$30**

Add a **Passenger** for **\$15**

Receive an **Event T-shirt** with your **ONLINE REGISTRATION**

Registration at 8:30 am

Kickstands Up at 10:00 am **SHARP**

BBQ Lunch and **Entertainment** at 1:00 pm

Music, Raffles, and **Auction** from 1:00 pm to 2:30 pm

Awards and **Prizes** at 3:00 pm



Prizes for **Best Poker Hand** and **Most Donations Collected**

For Information, Registration or Donations use the link below or scan the QR Code above

www.hamiltonride4autism.ca



Ride4Autism Ontario

Sunday, August 24, 2025



www.hamiltonride4autism.ca

Hamilton Airforce Club, Dundas Ontario

SPONSORSHIP OPPORTUNITIES

Since 2015, the Ride4Autism Ontario event has raised over \$110,000! Funds raised assist and improve the lives of individuals and their families who face the challenge of Autism. All sponsors receive acknowledgement on all Dundas Lions and Autism Ontario social media

- ❖ **Gold Sponsorship \$1000:** Includes a banner and a large logo on the front of our event t-shirt that riders receive
- ❖ **Silver Sponsor \$500:** Includes a banner and a medium logo on our event t-shirt that riders receive
- ❖ **Bronze Sponsor \$250:** Includes a banner and a small logo on our event t-shirt that riders receive
- ❖ **T-Shirt Sponsor \$60:** Includes a small logo on our event t-shirt that riders receive
- ❖ **Prize Table Supporter:** You may wish to help us achieve our goals by contributing items to our auctions and raffles.
- ❖ **Financial Sponsorship:** Consider making a financial donation to support our event

.....
Yes! I would like to sponsor the Ride for Autism Ontario event in the

amount of: \$ _____ as a _____ Sponsor / _____ Donor.

I would like to contribute an item to the auction: _____

Contact Name Title Company

Address City Province Postal Code

Telephone Email

Payment: ___ Cheque ___ MC ___ Visa Card#: _____ Exp.: _____

Make Cheques Payable to:
The Dundas Lions Club

Please mail the form and cheques to: Dundas Lions Club, PO Box
65521, Dundas Postal outlet, Dundas, ON L9H 6Y6

.....



Dear Glanbrook Community Services' Supporter,

I hope this letter finds you well. We are excited to announce that we are hosting our annual Golf Tournament on **Saturday, September 6th, 2025** at the Southbrook Golf and Country Club. This event promises to be a fantastic day of golf, community, and fun, all in support of programming provided by Glanbrook Community Services (GCS), but we need your help!

We are offering a variety of sponsorship options, which are detailed in the attached package. Your sponsorship will be vital to maintaining and enhancing the services that so many in our community depend on. By supporting our golf tournament, you will be directly contributing to the well-being of our neighbours and strengthening the community fabric.

GCS is a cornerstone of the Binbrook, Mt. Hope, and upper Hamilton areas, providing essential services and programs to our community. From affordable fitness classes to Meals on Wheels, assisted transportation, and in-home services, GCS supports seniors, young families, and youth. We rely heavily on the support of our volunteers and staff, but it's the generosity of sponsors like you that ensures the continuation and expansion of our programs.

Annual Golf Tournament Details:

- **Check-in:** 11:30 AM
- **Shotgun:** 1:00 PM
- **Location:** Southbrook Golf and Country Club
(4349 Hamilton Regional Rd 56, Binbrook, ON L0R 1C0)
- **Included in Price:** Lunch (sausage on a bun), Prime Rib Buffet Dinner (vegetarian options available for both lunch and dinner), Raffles, Prizes, Hole Games, and Contests

To discuss sponsorship opportunities, please contact Sharifa Foreman at (905) 692-3464. We would be delighted to provide more information and find a sponsorship level that aligns with your goals and capacity.

Thank you in advance for your consideration and generosity. Your support makes a significant difference in the lives of those we serve.

Kind Regards,

Sharifa Foreman (she/her), B.A., M.A.
Community Engagement and Marketing Manager
Glanbrook Community Services
volunteer@glanbrookcommunityservices.ca

Enclosure: Sponsorship Package

ANNUAL GOLF TOURNAMENT FUNDRAISER



Lunch >> Prime Rib Dinner >> Raffles >> Silent Auction >> Hole Games & Contests >> Prizes

All Proceeds Supports GCS Programming

Early Bird

\$155

until August 1, 2025

Regular Fee

\$180

August 2 - September 2, 2025

Dinner and Silent Auction Only - \$60



SATURDAY, SEPTEMBER 6, 2025

CHECK-IN: 11:30 AM

SHOTGUN: 1:00PM



SOUTHBROOK GOLF & COUNTRY CLUB

4349 Hamilton Regional Rd 56,

Binbrook, ON , LOR 1C0

Register by: September 2, 2025



More Information

905-692-3464

Register in Person or on the Phone

**www.glanbrookcommunityservices.ca
4280 Binbrook Rd., Binbrook, ON, LOR 1C0**





Golf Tournament Sponsorship Packages 2025

Title Sponsor	\$5,000	<ul style="list-style-type: none"> • Includes 2 foursomes. • Recognition throughout the tournament, lunch, dinner, and ceremony. • Company logo and link on website and tournament banner. • Two premium hole sponsorships on course • Reserved table seating
Silver Sponsor	\$3,000	<ul style="list-style-type: none"> • Includes 1 golf foursome. • Recognition at tournament, lunch, dinner, and ceremony. • Company logo and link on website and tournament banners. • 1 premium hole sponsorship on course
Bronze Sponsor	\$2,000	<ul style="list-style-type: none"> • Includes 2 golf tickets. • Recognition at tournament, lunch, dinner, and ceremony. • Company logo and link on website and tournament banners. • Hole sponsorship on course.
Gift Bag Sponsor	\$2,500	<ul style="list-style-type: none"> • Company logo on all gift bag items, and link on website and tournament banners. • Includes 2 golf tickets. • Recognition at tournament, lunch, dinner, and ceremony. • Hole sponsorship on course.
Dinner and Lunch Sponsor	\$1,000	<p>** Sponsorship will keep golfers hydrated and fed throughout the day. **</p> <ul style="list-style-type: none"> • Includes 1 golf ticket. • Special signage and recognition at lunch, dinner and award ceremony. • Company logo and link on website and tournament banners.
Hole-in-one Sponsor	\$1,000	<ul style="list-style-type: none"> • Includes 1 golf ticket. • Recognition at hole-in-one hole and awards ceremony. • Company logo and link on website and tournament banners. • Opportunity to run the hole-in-one contest.



Golf Cart Sponsor	\$800	<ul style="list-style-type: none"> • Signage on 150 golf carts • Recognition at tournament, lunch, dinner, and ceremony. • Company logo and link on website and tournament banners.
Tee and Hole Sponsors	\$250	<ul style="list-style-type: none"> • Signage at hole. • Recognition at tournament, lunch, dinner, and ceremony. • Company logo and link on website and tournament banners. <p>Opportunity to hand out material or sponsor contest.</p>
Vendor Sponsor	\$200	<ul style="list-style-type: none"> • Sell and/or promote your business and products to golfers. • Recognition at tournament, lunch, dinner, and ceremony. • Company logo and link on website and tournament banners



GCS Annual Golf Tournament Sponsor Registration Form

Date:

Saturday, September 6, 2025

Time:

Check-in: 11:30am

Shotgun: 1:00pm

Venue:


SOUTHBROOK

EST. 1965

Southbrook Golf & Country
Club

4349 Hamilton Regional Rd 56,
Binbrook, ON
L0R 1C0

Completed Form and Fees are due by September 2, 2025

Company Name: _____

Contact Person: _____

Address: _____

Phone: _____

Email: _____

Sponsorship Package Selected: _____

*Please make cheques payable to **Glanbrook Community Services***

For e-transfers, please email:

accounting@glanbrookcommunityservices.ca

*To pay by Visa & Mastercard, please call: **905-692-3464***

Sponsorship Options

- Title Sponsor** \$5,000
Includes 2 Foursomes, Recognition on Website and Social Media, Two Premium Hole Sponsorships, Reserved Table Seating.
- Silver Sponsor** \$3,000
Includes 1 Foursome, Recognition on Website and Social Media, 1 Premium Hole Sponsorship.
- Bronze Sponsor** \$1,500
Includes 2 Golf Tickets, Recognition on Website and Social Media, Hole Sponsorship.
- Gift Bag Sponsor** \$2,500
Company logo on all gift bag items, Includes 2 Golf Tickets, Recognition on Website and Social Media, Hole Sponsorship.
- Dinner and Lunch Sponsor** \$1,000
Includes 1 Golf Ticket, Recognition at Lunch and Dinner, Recognition on Website and Social Media.
- Hole-in-on Sponsor** \$1,000
Includes 1 Golf Ticket, Recognition on Website and Social Media, Opportunity to Run Hole-In-One Contest.
- Golf Cart Sponsor** \$800
Signage on 150 golf carts, Recognition on Website and Social Media.
- Tee and Hole Sponsors** \$250
Signage at Hole, Recognition on Website and Social media, Opportunity to Hand Out Materials or Sponsor a Contest.
- Vendor Sponsor** \$200
Hand out Material or Sponsor Contest on Course, Recognition on Website and Social Media.



GCS Annual Golf Tournament Golfer Registration Form

Date:

Saturday, September 6, 2025

Time:

Check-in: 11:30am

Shotgun: 1:00pm

Golfer Fee:

\$155 – Early Bird
(until July 31, 2025)

\$180 – Regular Price
(August 1 – September 2, 2025)

Venue:



SOUTHBROOK
EST. 1965

Southbrook Golf & Country
Club

4349 Hamilton Regional Rd 56,
Binbrook, ON
L0R 1C0

Questions or Concerns:

Phone: 905-692-3464

Email:
info@glanbrookcommunityservices.ca

Website:
www.glanbrookcommunityservices.ca

Address:
4280 Binbrook Rd.
Binbrook, ON,
L0R 1C0

Completed Form and Fees are due by September 2, 2025

Player 1: _____

Email: _____

Phone: _____

Address: _____

Dietary Restrictions: _____

Player 2: _____

Email: _____

Phone: _____

Address: _____

Dietary Restrictions: _____

Player 3: _____

Email: _____

Phone: _____

Address: _____

Dietary Restrictions: _____

Player 4: _____

Email: _____

Phone: _____

Address: _____

Dietary Restrictions: _____

"GCS supports Independent, Healthy, and Safe lifestyles."

Information & Referral | Meals on Wheels | Assisted Transportation | Foot Care Clinics | Fitness Classes

SAVE THE DATE



tickets \$50 each

A MENTAL *health* MORNING

In support of St. Joseph's Healthcare Hamilton

PRESENTED BY



ArcelorMittal

WEDNESDAY, OCTOBER 8, 2025

Carmens Event Centre

1520 Stone Church Rd. E., Hamilton

7:30 – 9:30 a.m.

FEATURING KEYNOTE ADDRESS BY JESSICA HOLMES

Celebrated Comedian | Author | Mental Health Advocate

Laughter can often mask other emotions. It can also foster hope and healing.

Jessica Holmes has opened for celebrities including Ellen DeGeneres, Russell Peters, Jerry Seinfeld, and Oprah Winfrey. She has performed at Just For Laughs and The Second City, and starred in the comedy series, The Holmes Show and Royal Canadian Air Farce. Like many people, Jessica has also experienced postpartum depression and, as she puts it, "regular, run-of-the-mill, garden-variety depression."

Striving to help end the stigma around mental health, Jessica openly shares her personal stories with the humour she's known for, bringing light to what can often be a dark topic. Join us at A Mental Health Morning to listen as Jessica provides her audience with some steps towards greater well-being, one laugh at a time.



FOR TICKETS:

WWW.STJOESFOUNDATION.CA/MHM



JESSICA HOLMES

*Celebrated Comedian | Author
Mental Health Advocate*

St. Joseph's
Healthcare  **Hamilton**
FOUNDATION



The 21st Annual Anne & Neil McArthur Memorial Golf Tournament

Proudly Presented by: IG Private Wealth Management Garofalo Donato & Associates

Join us for an incredible day of golf and community with all proceeds benefiting St. Joseph's Villa, Margaret's Place, and our Campus of Care.

TOURNAMENT INFORMATION

Date: Tuesday, October 7, 2025

Location: Dundas Valley Golf & Curling Club, 10 Woodleys Lane, Dundas Ontario

Time: 12:00 PM Shotgun Start

A BBQ lunch will be served before the tournament begins, followed by drink and food stations around the course, and a post game charcuterie party on the patio. Contests, hole activations, games and more can be found around the course and all funds raised go directly towards supporting the St. Joseph's Villa Campus of Care.

SPONSORSHIP OPPORTUNITIES

Becoming a sponsor of the Anne & Neil McArthur Memorial Golf Tournament is an investment in the health, dignity and well-being of our community. You will make a profound impact on the compassionate care provided to over 400 residents at St. Joseph's Villa and countless residents and families at Margaret's Place Hospice. Sponsorship opportunities can be viewed below.

If you have any questions or would like to support this year's tournament with a sponsorship, please contact:

Grace Davidson

Fundraising Events Officer

gracedavidson@sjv.on.ca

905 627 9011 ext. 2383

From: Stevenson, Kirsten
Sent: Monday, June 30, 2025 10:56 AM
To: clerk@hamilton.ca
Subject: Hamilton Police Service Board 2024 Annual Report

Good morning.


As per section 41(1) of the [Community Safety and Policing Act, 2019](#), I am providing the City of Hamilton with access to a copy of the Hamilton Police Service Board's [2024 Annual Report](#) for your files.

Thanks & regards,
Kirsten Stevenson (She/Her)
Executive Director
Hamilton Police Service Board
155 King William Street
Hamilton, ON L8R 1A7
Phone: 905-546-2727
E-mail: kirsten.stevenson@hamilton.ca
Website: www.hamiltonpsb.ca



HAMILTON POLICE SERVICE

INFORMATION REPORT

TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	July 24 2025
SUBJECT:	2024 Year End Report – Crime Prevention, Auxiliaries, Crime Stoppers, CPTED, MPU
REPORT NUMBER:	25-051
PRESENTATION:	No
OUTSTANDING BUSINESS ITEM:	No
SUBMITTED BY:	Frank Bergen, Chief of Police
SIGNATURE:	

EXECUTIVE SUMMARY

This report is submitted to the Police Service Board each year to report on Crime Prevention, the Auxiliary Unit, Crime Stoppers, Crime Prevention Through Environmental Design (CPTED) Auditors and the Mounted Patrol Unit. It details how they deploy and interact with the community in the areas of crime prevention, proactive policing and emergency response.

APPENDICES ATTACHED

Appendix A – Crime Prevention, Auxiliary Unit, Crime Stoppers, CPTED and MPU Report

FB/D. Hennick

- c: Paul Hamilton, Deputy Chief – Support
David Hennick, Superintendent – Community Safety Division
Frank Miscione, Inspector – Community Mobilization

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

2024 Year End Report

Appendix A

Auxiliary Branch

Crime Prevention

Crime Stoppers

Mounted Patrol Unit

Prepared by:

Staff Sergeant Candace Culp and Inspector Frank Miscione

Community Safety Division



**HAMILTON
POLICE SERVICE**
Together. Stronger. Safer.

Introduction

In 2024, the Hamilton Police Service reinforced its commitment to proactive community policing and meaningful public engagement through a range of integrated strategies and specialized programs. Anchored in the 2023–2026 Strategic Plan, this approach recognizes that effective crime prevention is a shared responsibility—one that involves early intervention, collaborative leadership, and strong community partnerships.

Crime prevention, at its core, is about stopping crime before it happens. Ontario defines this approach as:

“The anticipation, recognition and appraisal of a crime risk and the actions taken – including the integrated community leadership required – to remove or reduce it.”

This guiding definition reflects Hamilton Police Service’s philosophy: that public safety is best achieved by addressing the root causes of crime and building resilient, connected communities. In 2024, this philosophy came to life through the efforts key programs such as **the Community Engagement Unit, Auxiliary Unit, Crime Prevention through Environmental Design (CPTED), Crime Stoppers, and the Mounted Patrol Unit**. Each unit played a vital role in enhancing safety, supporting frontline operations, and strengthening community trust.

Despite ongoing staffing challenges and evolving public needs, these programs remained steadfast in their dedication to service excellence. Whether through volunteer support, crime prevention audits, visible patrols, educational outreach, or the facilitation of anonymous crime reporting, their collective impact underscores Hamilton Police Service’s ongoing commitment to innovation, accountability, and community partnership.

The following report outlines the contributions and accomplishments of these units throughout 2024 and highlights how their work continues to shape a safer, more engaged Hamilton.

Community Engagement

Community engagement is a foundational strategy in modern crime prevention. At its core, it involves building strong, trusting relationships between police and the communities we serve. Rather than relying solely on enforcement, community engagement focuses on collaboration, transparency, and shared responsibility for public safety.

Through regular dialogue, outreach, and partnership with residents, businesses, service providers, and local organizations, police gain deeper insights into the unique concerns,

needs, and risk factors affecting different neighbourhoods. This localized understanding helps inform more targeted, effective prevention efforts—such as youth outreach, safety audits, neighborhood programs, and social service referrals.

Engaged communities are more likely to report crime, participate in prevention programs, and contribute to solutions that address root causes of criminal behaviour—such as poverty, addiction, and social isolation.

In May 2024, Hamilton Police Service established the **Community Engagement Unit** to lead and coordinate its outreach efforts in a more strategic and impactful way. The unit includes two dedicated officers whose primary focus is building strong community connections through educational presentations, participation in local events, and the development of programs like the Citizen's Police College. Through these initiatives, the unit fosters trust, enhances public awareness, and encourages meaningful collaboration between police and the community.

In 2024, the Community Engagement Unit had 14,137 interactions with the community and attended 125 presentations and events.

- Presentations: 18
- Community Events: 45
- Cultural Events: 16
- School Events: 16
- Senior Events: 9
- Internal Events: 16
- Training / Seminars: 1
- Coffee with a Cop: 4

Community Engagement used Coppy, the Hamilton Police mascot, 20 times during events. The Unit also ran Citizen's Police College, Police in the Park and March Break Cop Camp.

In addition, Hamilton Police attended an additional 100 Town Halls and community meetings through the divisional Crime Managers.

Problem-Oriented Policing Projects

In 2024, Hamilton Police Service updated its Problem-Oriented Policing (POP) Projects and Police Driven Initiative (PDI) Plan to more effectively address persistent community concerns.

POP projects use the Scanning, Analysis, Response, Assessment (SARA) model to identify and resolve issues that contribute to crime and disorder, combining officer-led analysis with evidence-based strategies and community involvement.

PDI projects are a proactive project or strategy developed, led, and implemented by police to address specific issues impacting community safety, crime trends, or public well-being. These are not community driven.

In 2024, there were six POP projects, which included the following:

POP Project All Aboard: Designed to address the high amount of calls at the Hunter St Go Station relating to unhoused individuals defecating and using drugs in the stairwells, bathing and using drugs in the washrooms, exits and platforms being blocked and overdoses on site. Division 10 worked with Metrolinx transit security and the Special Constables on site, increasing Division 10 proactive patrols in and around Go Station to reduce crime and the issues identified through police and security presence. Project ran from March through May and reduced the calls for service from 169 to 44.

POP Project 3C (Communication, Collaboration & Compassion): Developed to increase area residents and businesses sense of safety in the neighbourhoods surrounding encampment areas. This project had a secondary goal of reducing crime (e.g., police occurrences, calls for service) in the neighbourhoods adjacent to encampment sites.

POP Project 'Clear Track': Hamilton Police Service (HPS) collaborated with CN Police Service (CNPS) to implement Operation Clear Track, a safety initiative that ran hand in hand with Rail Safety Week. The goal of this project was to educate the community about rail safety to help prevent train related accidents and injuries. Special attention was paid to school zone areas close to railway tracks.

POP Project KORA: A total of 472 outstanding offenders were arrested, and 326 offenders were designated as Project KORA targets, while another 146 wanted offenders from other divisions and other Policing agencies were arrested. Also of note, in addition to the above-mentioned wanted party arrests, Project KORA resulted in the following statistics:

- An additional 147 fresh charges being laid against offenders
- 4 Provincial Offences Notices being issued (HTA, TTPA, Safe Streets and Bylaw)
- 17.6 g Crack Cocaine, 155.9 g Fentanyl, 40.8 g Methamphetamine and 14.45 g Cocaine being seized
- \$6388.50 in Canadian currency being seized as proceeds of crime
- Weapons seized included: 4 BB guns, a can of mace, a spring loaded baton and a Taser.

POP Ignition 2.0. - This POP was created in 2023 at a Divisional level to address identified crime trends with respect to high target vehicle thefts. Stats and trends were updated regularly by the Divisional Analyst and sent to patrol officers in order to deploy resources effectively / in line with current trends being seen within the Division. This project continues to run as high target vehicle thefts continue to be a problem throughout the Division and across the GTA.

March Madness - Run as a service wide strategic initiative which was spearheaded by Division 3 officers. This initiative has previously run as a "POP project" with a goal of addressing and reducing the total number of outstanding wanted parties within the City. During this month-long initiative there were a total of 154 warrant arrests made city wide. At the start of this initiative there were 1,056 outstanding warrants. At the conclusion there were 1,026 outstanding warrants reducing the total amount by 30.

Hamilton Police Service Auxiliary Unit

The Hamilton Police Auxiliary Unit remains an integral part of community policing, comprised of dedicated volunteers who generously contribute their time to support frontline officers and enhance public safety. In 2024, the unit continued its essential work. While the unit remains modest in size, each member is expected to contribute a minimum of 144 volunteer hours annually—a commitment consistently met with professionalism and pride.

The following report highlights the unit's key contributions in 2024, including community engagement, operational support, training, recruitment, retention, and career development achievements.



Overview of the Auxiliary Unit – 2024

The Hamilton Police Auxiliary Unit continued to support both community engagement and operational policing throughout 2024.

Despite ongoing challenges in rebuilding post-pandemic, the unit made progress. One new class of five auxiliaries were hired in March and completed training by the end of April 2024. Throughout the year, seven members moved on to other pursuits, bringing the total number of active auxiliaries to 25 by year-end.



The Auxiliary Program continued to provide meaningful opportunities for members to participate in a wide range of duties—from high-profile public events to operational support. Collectively, 25 auxiliary officers contributed 2,710.75 volunteer hours in 2024, demonstrating their ongoing commitment to public service.

Operational Ride-Alongs

Auxiliaries remained actively involved in operational policing, participating in 672 hours of Ride-Alongs with frontline officers from various divisions. These experiences provided valuable insight into real-time policing and enhanced their situational awareness and preparedness.

The Auxiliary Unit maintained a strong, visible, and approachable presence at a wide range of community, ceremonial, and large-scale events throughout 2024. A notable highlight was the RBC Canadian Open in June, a nationally recognized event spanning a full week. Nineteen auxiliary officers contributed a total of 156 volunteer hours, supporting crowd management, traffic control, and evening concert security, with most hours focused over the busy weekend. Their professionalism was instrumental in ensuring a safe and well-coordinated event for all attendees.

Beyond the Canadian Open, auxiliaries actively participated in popular parades and festivals, including the Festival of Friends, Winona Peach Festival, Ribfest, and several fall fairs across Hamilton. They continued to support sporting events such as Forge FC and Hamilton Tiger-Cats home games, and assisted with traffic control and participant safety during the Ride to Conquer Cancer cycling fundraiser.

Auxiliary officers also contributed to high-visibility patrols in entertainment districts through McMaster University and Hess Village deployments, and proudly represented the Service during Remembrance Day ceremonies in Downtown Hamilton, Ancaster, and Gore Park. Educational support included helping instructors at Citizens Police College, as well as participating in three training nights, including a fall session with the Mounted Unit in Jerseyville. Additional duties included providing summer security at the Carbine training site and assisting with badge and awards presentations, helping to recognize and welcome both sworn and auxiliary members.

This range of participation highlights the Auxiliary Unit's versatility and commitment to supporting both public safety and community connection across the city.



Career Development and Recruitment

In the spring of 2024, a new class of five auxiliary officers successfully completed the seven-week training program and were fully deployed by May. The Auxiliary Program continues to serve as a valuable pathway into policing careers; this year, three auxiliaries were hired as sworn officers by the Hamilton Police Service, while four members retired from their roles. Ongoing engagement and training remained a priority throughout the year. The Auxiliary Coordinator facilitated three use-of-force training sessions to maintain member qualifications and hosted three unit meetings to encourage operational feedback and discussion. Additionally, mid-year interviews were conducted with all auxiliaries to support career development and align individual goals with future policing opportunities.

Retention and Recognition

In 2024, several members were acknowledged for their years of service and ongoing commitment:

- Three members celebrated 5 years of service.
- Two members reached 10 years of service.
- Two members marked 20 years of service.
- Two members were awarded the prestigious Jim Antinori Award.

Two auxiliaries completed their 2024 FIT PIN, with one achieving a remarkable 19 consecutive years of qualification.

Ottawa Memorial Event

For the first time in five years, the Hamilton Police Auxiliary Unit proudly participated in the Canadian Police and Peace Officers' Memorial Weekend in Ottawa (September 2024).

Five auxiliaries, all of whom completed over 144 hours of service in the previous year, were selected based on merit to represent the unit. Their commitment was honored with an overnight stay sponsored by the Hamilton Police Association. This participation not only demonstrated dedication but also reaffirmed the value of their role within the broader policing community.



The Hamilton Police Auxiliary Unit's accomplishments in 2024 reflect a year of service, resilience, and continued dedication to the community. With over 2,700 hours of volunteer time, participation in major events, and critical support during Ride-Alongs and patrols, auxiliaries proved to be a reliable and valued resource. Training, recruitment, and career advancement efforts were maintained, and members were rightfully recognized for their longstanding contributions.

As the unit continues to grow, the foundation laid in 2024 will serve as a strong stepping stone for future growth. With professionalism and pride, the Auxiliary Unit remains committed to its mission: supporting frontline policing, fostering community trust, and providing meaningful public service opportunities. The outlook for 2025 is promising, with continued focus on expanding membership, enhancing training, and maximizing the Auxiliary Unit's impact across Hamilton.

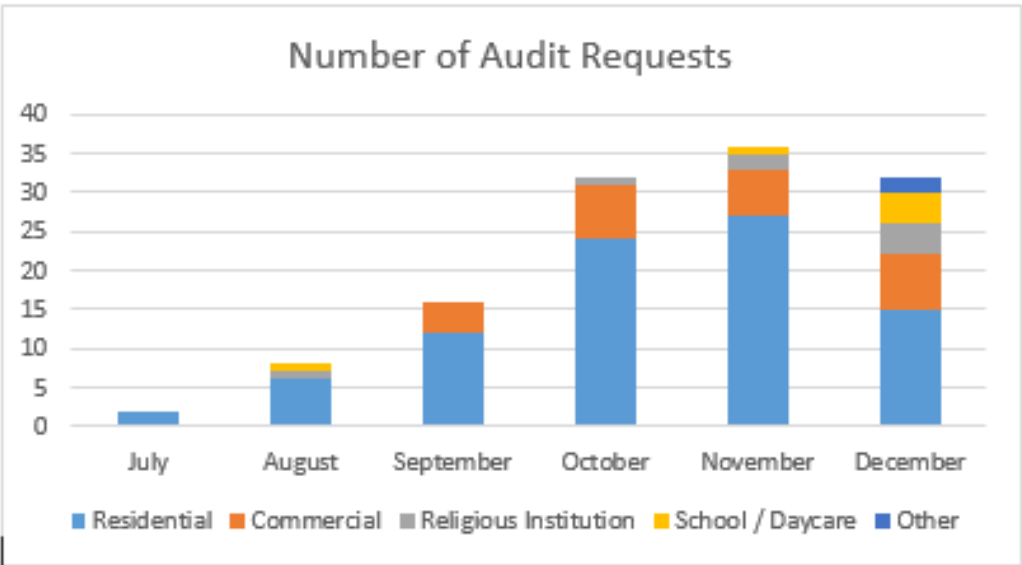
Crime Prevention through Environmental Design

In 2024, the Hamilton Police Service continued its commitment to proactive crime prevention through the principles of Crime Prevention through Environmental Design (CPTED). CPTED focuses on reducing opportunities for crime and enhancing community safety through smart environmental design and property layout.

As of July 2024 The CPTED program is supported by two part-time civilian employees who are retired police officers. These retired officers conduct audits and provide practical recommendations to victims of crime, property owners, businesses, and community organizations. These assessments focus on improving natural surveillance, access control, territorial reinforcement, and maintenance—core CPTED principles.

Throughout the year, the CPTED team worked collaboratively with city departments, business improvement areas, victims and private property owners to address safety concerns and enhance the security of public and private spaces. Their contributions continue to support long-term crime reduction and strengthen community partnerships.

2024 Year End CPTED Stats



2024 Total Audits:

Residential: 94

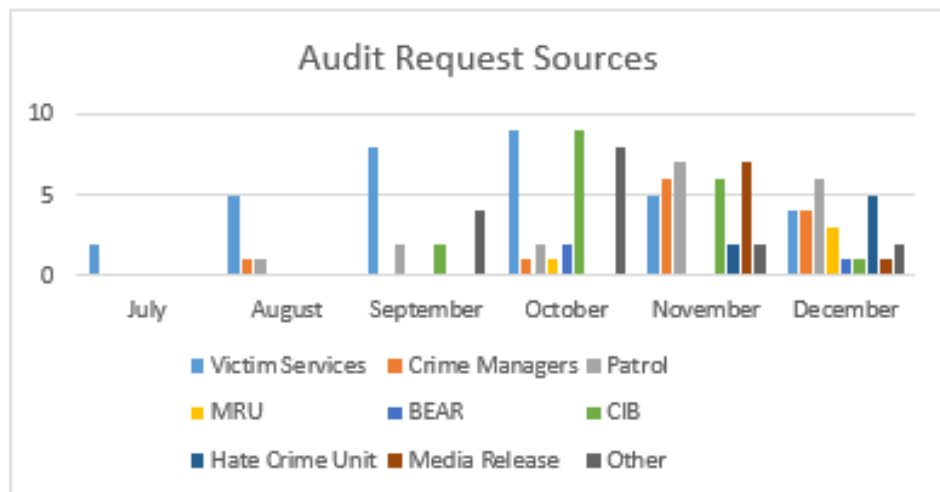
Commercial: 25

Religious Institution: 8

School / Daycare: 6

Other: 2 (storage unit and Hamilton Fire Station)

Total Audits 2024: 135 (since CPTED Auditor Position commenced in July 2024)



Note: A social media release was done in November resulting in a slight and temporary increase in audit requests. Since October, more units service wide, have become aware of the CPTED audit service resulting in an increase in requests.

Throughout 2024, the dedication of the CPTED team helped address safety concerns, enhance property security, and strengthen partnerships across the city. As we move forward, HPS remains committed to supporting and expanding this program to ensure continued collaboration with the public and long-term crime prevention through smart environmental design.

Crime Stoppers

Hamilton Crime Stoppers is a vital community partnership program operated in collaboration with the Hamilton Police Service, local media, and the public. Since 1983 the program has provided a safe and anonymous way for individuals to report information about criminal activity, contributing to a safer community while protecting the identity of tipsters.

Through its anonymous tip line and online reporting tools, Crime Stoppers encourages citizens to play an active role in crime prevention. The program supports investigations involving drugs, weapons, human trafficking, wanted persons, and other serious crimes. In doing so, it enhances public safety while fostering community trust and cooperation.

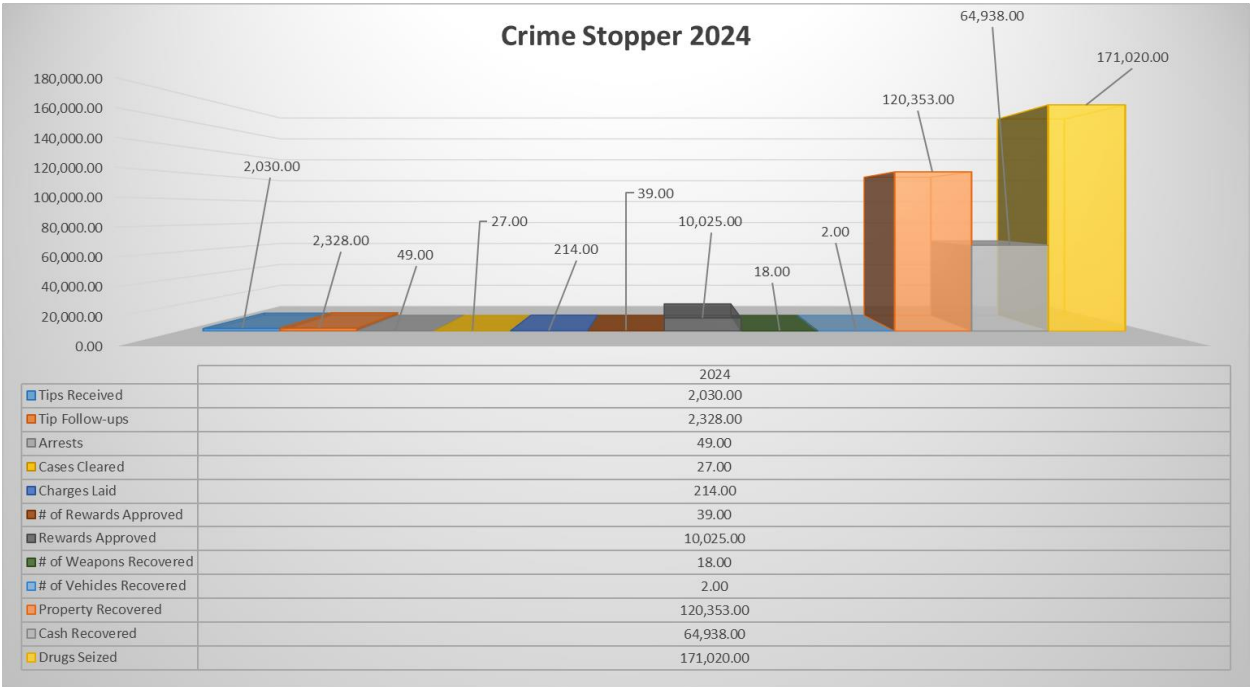




Special visit from “The Hulk,” Lou Ferrigno

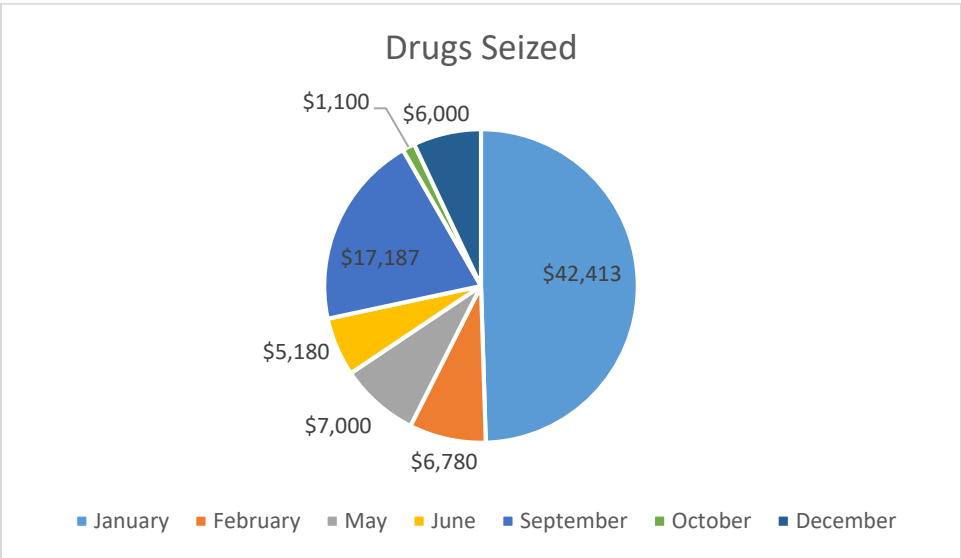
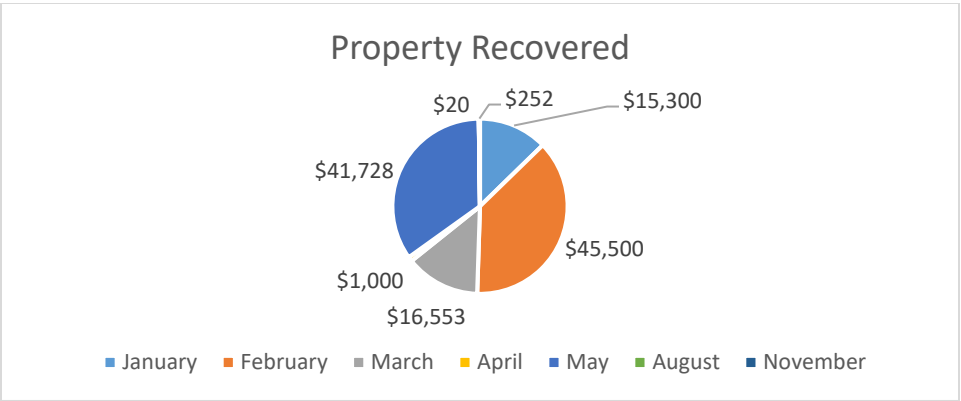
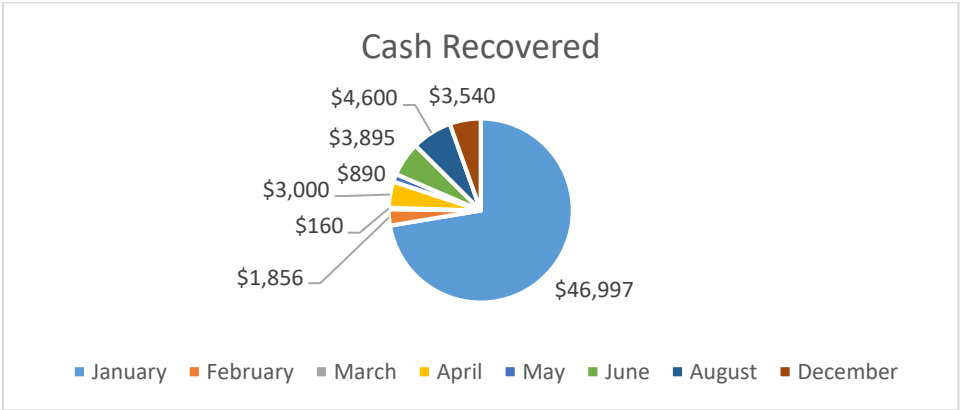
Rewards and Seizures

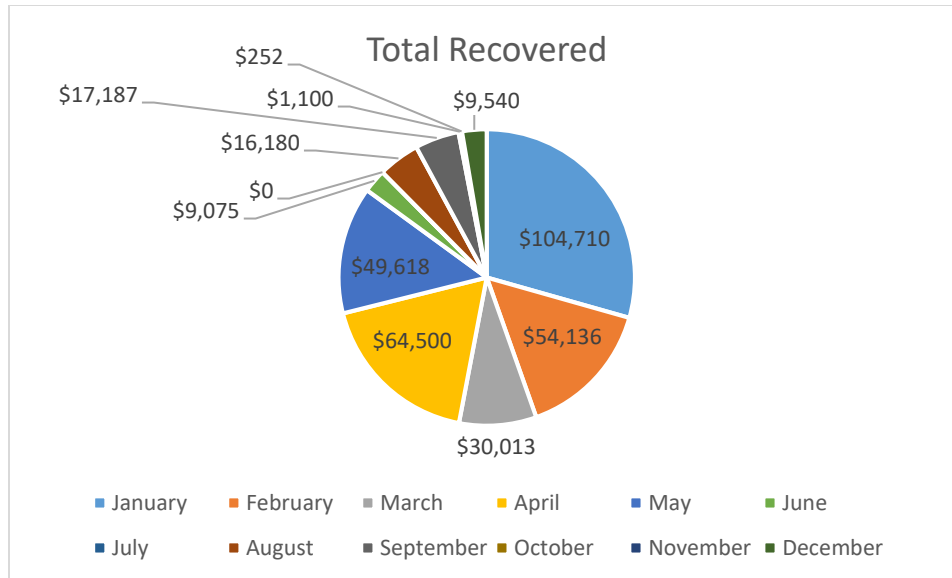
In 2024, Hamilton Crime Stoppers remained a vital resource in promoting public safety through anonymous tip submissions. A total of 2,030 new tips were received, with an additional 2,328 tip follow-ups submitted—these follow-ups often included added information such as photos or updates from the original tipster. The program approved 39 rewards, resulting in a total of \$10,025 paid out over the year. The highest reward payouts occurred in May, August, and December, reflecting periods of particularly impactful tips. These results demonstrate the strong partnership between the community and law enforcement in working together to reduce crime and keep Hamilton safe.



In 2024, tips submitted through Hamilton Crime Stoppers contributed to the recovery of significant illicit items and assets. A total of \$171,020 in drugs were seized, alongside \$64,938 in cash, often identified as proceeds of crime and subject to additional Criminal

Code charges. Furthermore, \$120,353 in stolen or related property was recovered, bringing the total value of recovered items to \$356,311. These tips also led to 49 arrests, 27 cases cleared, and 214 criminal charges laid, demonstrating the tangible impact of community-submitted information on local investigations and public safety outcomes.





Hamilton Crime Stoppers continues to be a trusted and effective tool in supporting public safety. Through strong community partnerships and anonymous reporting, the program has helped generate meaningful results—leading to arrests, charges, and the recovery of illicit items—while reinforcing that everyone has a role to play in keeping our city safe.

The Mounted Patrol Unit

The Mounted Patrol Unit (MPU), established in January 2010, continues to serve as a valuable operational unit within the Hamilton Police Service. Officers assigned to the MPU are formally trained through the Toronto Police Service's Basic Equitation course, which provides a strong foundation in horsemanship and riding skills required to deploy in various situations.

The MPU's mandate focuses on community engagement, high-visibility patrol, crowd management, and proactive crime prevention across the City of Hamilton. The unit works closely with the Public Order Unit and regularly assists in demonstrations, large public events, and search for missing persons.

The MPU enhances the Service's ability to deliver:

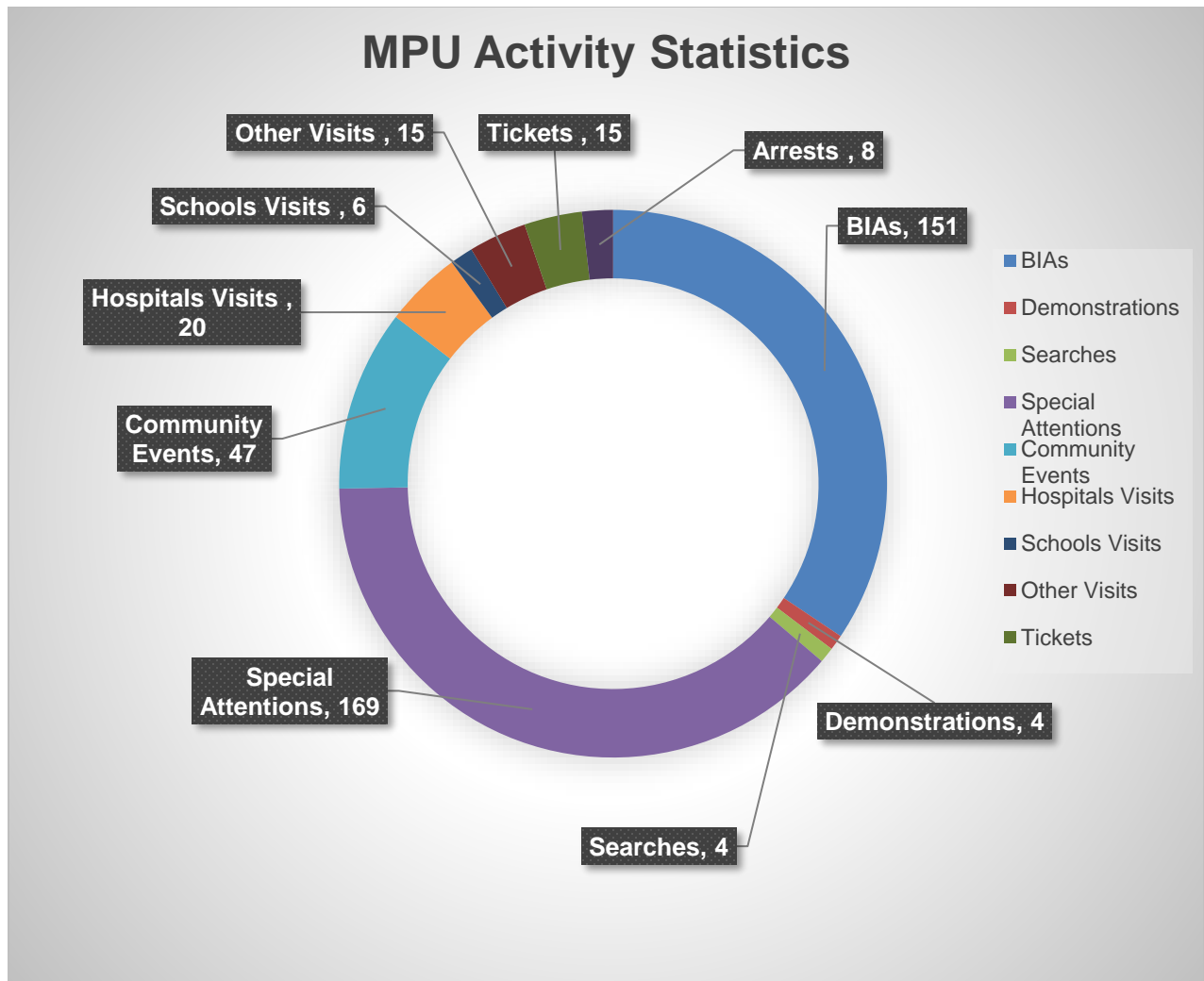
- Crime prevention
- Community engagement
- Search and rescue operations
- Park and trail safety

Operating year-round, the MPU consists of one Sergeant, four constables, two spare constables, a civilian barn manager and volunteers. In 2024 there were seven Percheron or Percheron-cross horses in the unit. The Mounted Unit works eight shifts per week across day and afternoon coverage consistently providing highly visible presence throughout Hamilton's urban areas and green spaces.

Each horse in the MPU is named in honour of a significant figure or symbol tied to Hamilton's history and identity:

- **Lincoln** – Named in memory of The Honourable Lincoln Alexander, the first Black Member of Parliament and former Lieutenant Governor of Ontario.
- **RHLI (Riley)** – Named for the Royal Hamilton Light Infantry, recognizing the city's proud military heritage.
- **MacNab** – In honour of Sir Allan MacNab, former Premier of the Province of Canada and resident of Dundurn Castle, who fought in the War of 1812.
- **Sawyer** – Named after Chief Joseph Sawyer, a respected leader of the Mississaugas of the Credit First Nation from 1828 to 1863.
- **Tiger Cat (T.C.)** – A tribute to the Hamilton Tiger-Cats football team, symbolizing the city's strong sports culture and community spirit.
- **Griffin** – Named in the honour of Eneals Griffin who was one of Ancaster's first black settlers who escaped slavery in Virginia and settled in Ancaster with his wife Percilla in the early 1800's
- **Sutherland** - Named for the Argyles and Sutherland Highlanders of Canada primary reserve infantry regiment of the Canadian Armed Forces based in Hamilton

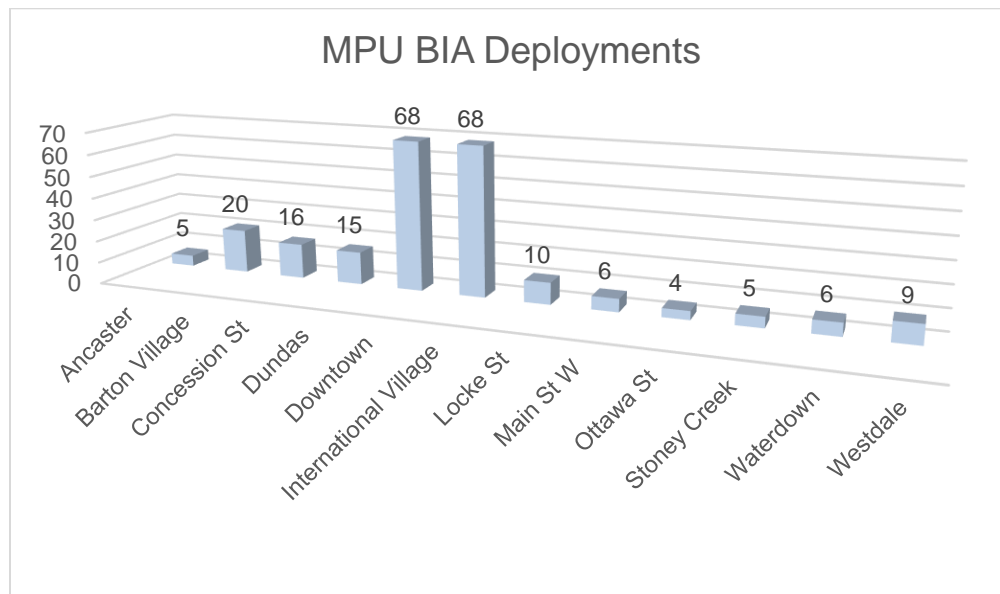
MPU Statistics



The MPU is deployed 12 months of the year—rain or shine. In 2024, officers logged 1,511.5 hours on horseback patrolling the community, with peak patrol occurring between June and October. Additionally, the unit recorded 179.25 hours in transit to deployment sites. Even while traveling, the distinctive mounted vehicle and horse trailer serve as a moving symbol of police presence, often greeted by enthusiastic waves and cheers from children and community members.

BIA Deployments

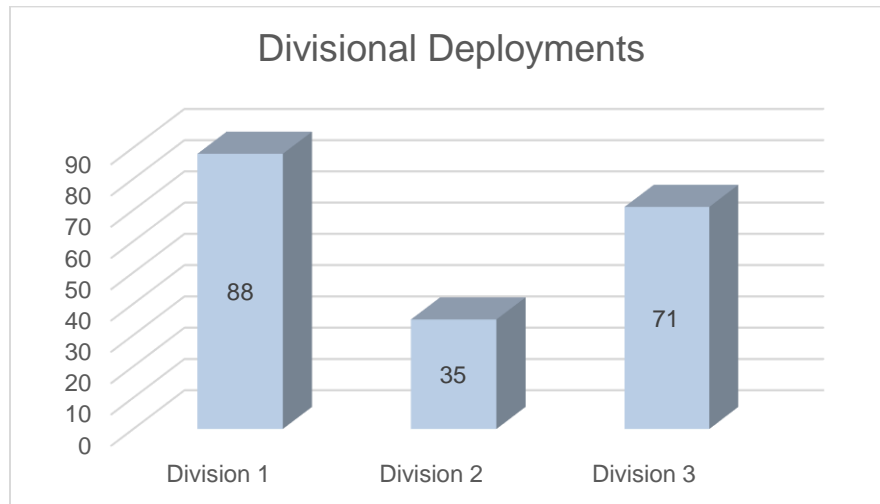
The MPU conducted 151 Business Improvement Area (BIA) visits, with a strong focus on the downtown core, International Village and James Street North. These high-visibility helped improve public perception of safety and addressed ongoing community concerns. In addition, officers carried out 169 Special Attentions—proactive, targeted patrols aimed at deterring crime, responding to resident complaints, and reassuring the public in areas of concern.



Divisional Deployments

The Mounted Patrol Unit actively patrols all three Hamilton Police Service divisions, with the majority of time spent in Division 1. Officers on horseback are a regular and

welcome presence in city parks, trails, the downtown core, and throughout local neighbourhoods. Their visibility and approachability make them a favourite among adults, children, and seniors alike—many of whom enjoy the opportunity to see and interact with the horses up close.



The MPU also assisted in four large scale searches for missing or vulnerable individuals and many small searches while assisting patrol officers on the front line. Their ability to navigate challenging terrain—such as wooded areas, open fields, and rural landscapes—provided a tactical advantage over traditional patrols. The elevated vantage point of horseback officers, combined with the horses’ calming presence, often proved crucial in locating individuals, particularly children or those with cognitive or neurodevelopmental challenges. The horses also serve as a welcoming presence, encouraging those in distress to approach officers for help.



Community Engagement

Beyond operational support, the MPU was a strong ambassador for the Service in 2024, participating in 47 community events. These included major gatherings such as the Hamilton Remembrance Day Parade, Rockton Fair, Festival of Friends, and McMaster Homecoming. The Unit was also present at seasonal events like Santa Claus parades, Halloween and fall festivals, and cultural and religious gatherings including the Rwandan Genocide Memorial and patrols at Jewish places of worship. The Unit connected with youth through school visits, summer camps, and graduation ceremonies, and participated in outreach events like Cram-a-Cruiser, Camp Day, and Touch-a-Truck. Notably, the MPU introduced their newest horse, T.C., at a Tiger-Cats game and made a special visit to Caledonia to bring joy to a terminally ill youth—further demonstrating their commitment to compassionate community engagement.



In 2024, the Mounted Patrol Unit maintained its essential role in both operational support and community policing. Through 47 community events, strategic patrols, and specialized responses, the MPU helped strengthen public trust and enhance police visibility across the city. Their efforts fostered countless positive interactions, particularly with youth and families, reinforcing their role as approachable and valued members of the Service.

Whether patrolling trails, managing large crowds, or engaging with residents at community events, the MPU continued to demonstrate the unique effectiveness of mounted officers in promoting public safety. The horses' symbolic names deepen the Unit's connection to Hamilton's heritage, bridging the past and present in service to the community.

Looking ahead, the Mounted Patrol Unit remains committed to being a trusted, visible, and community-driven resource that proudly upholds the values and traditions of the Hamilton Police Service.

Conclusion


Throughout 2024, the Auxiliary Unit, CPTED Program, Crime Stoppers and Mounted Unit each demonstrated the vital role they play in the success of the Hamilton Police Service's community-focused mission. From thousands of volunteer hours and high-visibility patrols to environmental audits and tip-based investigations, these programs have collectively strengthened public safety, improved police visibility, and enhanced community trust.

As we look toward 2025, these initiatives will continue to grow, evolve, and adapt—guided by a commitment to professionalism, innovation, and public service. The Hamilton Police Service remains proud of these contributions and confident in the continued positive impact these units will have on our city and its residents.



HAMILTON POLICE SERVICE

INFORMATION REPORT

TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	July 24, 2025
SUBJECT:	Interprovincial Policing Act, 2009
REPORT NUMBER:	25-052
PRESENTATION:	No
OUTSTANDING BUSINESS ITEM:	No
SUBMITTED BY:	Frank Bergen, Chief of Police
SIGNATURE:	

EXECUTIVE SUMMARY

The Interprovincial Policing Act 2009 and our Policies and Procedures require a bi-annual report to the Police Service Board as to the use of this legislation.

During the period from January 1, 2025 to June 30, 2025, the Hamilton Police Service approved no requests under this legislation.

APPENDICES AND SCHEDULES ATTACHED

Appendix A – Background Information

FB/R.Diodati

- c. Ryan Diodati, Deputy Chief – Operations
Marty Schulenburg, Superintendent – Investigative Services Division

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Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

25-052 – APPENDIX A – BACKGROUND INFORMATION

The Interprovincial Policing Act 2009 came into force on July 5, 2010. The *Act* establishes a system for temporarily appointing police officers from other Canadian provinces and territories as police officers in Ontario. The Minister has designated the Chief and the two (2) Deputy Chiefs as appointing officials under this *Act*.

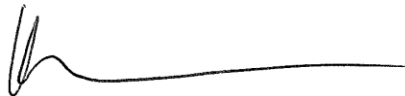
Appointing officials are responsible for reviewing requests for appointment under the *Act*, and approving, denying or terminating the appointments of extra-provincial police officers.

The Deputy Chief of Operations is also responsible for maintaining all records as prescribed by the *Act* and is required to report to the Ministry of the Solicitor General, as required, on the appointments pursuant to the legislation. The *Act* also states that appointing officials will be required to notify the Board of appointments made or terminated within the police service.



HAMILTON POLICE SERVICE BOARD

RECOMMENDATION REPORT

TO:	Chair and Members Hamilton Police Services Board
MEETING DATE:	July 24, 2025
SUBJECT:	Approval for Board Members and the Executive Director to Attend the Evidence-Based Policing Workshop and the Building Bridges Evidence-Based Policing Conference October 8 – 10, 2025
REPORT NUMBER:	PSB 25-024
PRESENTATION:	No
OUTSTANDING BUSINESS ITEM:	No
SUBMITTED BY:	Kirsten Stevenson, Executive Director, Hamilton Police Service Board
SIGNATURE:	

RECOMMENDATIONS

- 1) That Board Members and the Executive Director (E.D.) be approved to attend the following events:
 - a) Evidence-Based Policing Trailblazer Workshop on October 8, 2025; and
 - b) The Building Bridges Evidence-Based Policing Conference on October 9 & 10, 2025 at Blue Mountain.

EXECUTIVE SUMMARY

These events will provide Board Members and the E.D. with access to training, speakers and networking opportunities centered around evidence-based policing and strategic governance.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: funds to come from the Board's training account 56401

Staffing: not applicable

Legal Implications: not applicable

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ALTERNATIVES FOR CONSIDERATION

The Board may decide not to approve participation in this event.

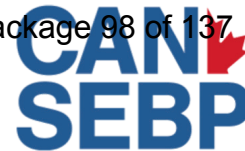
APPENDICES AND SCHEDULES ATTACHED

Appendix A – Workshop & Conference Agenda Details



EBP TRAILBLAZER WORKSHOP

Agenda - Wednesday, October 8, 2025



0745 - 0845	Registration & Breakfast <i>Reflections Foyer</i>
0845 - 0900	Welcome & Introductions <i>Chief Rich Johnston - Barrie Police Service (BPS)</i>
0900 - 0910	ABC's of EBP <i>A/Sgt Paul Stam (OPS)</i>
0910 - 0950	Global Society of Evidence-Based Policing International Panel <i>David Cowan, Maureen "Mo" McGough, Neil Ralph, Stan MacLellan (CANSEBP) Moderator Dr. Tamara Herold</i>
0950 - 1000	Morning Break - 10 minutes
1000 - 1040	National Picture on Evidence-Based Policing National Panel <i>Dr. Stephen Reid (CAPG), Casey Ward (CPA), Dr. Simon Baldwin (RCMP), Ryan Teschner (CACOLE) Moderator Dr. Tamara Herold</i>
1040- 1120	Provincial Perspective Panel <i>Lisa Darling (OAPSB), Dr. Couto (OACP), Ryan Teschner (Inspector General of Policing), Mark Baxter (PAO) Moderator Insp. Nick Bell (WVPS)</i>
1120 - 1200	Practical Examples - EBP in Action Panel <i>Staff Sgt. Fitzgerald (BPS), Insp. Nick Bell (WVPS), A/Sgt. Paul Stam (OPS) Moderator Chief Rich Johnston</i>
1200 - 1245	Lunch Break - 45 min
1245 - 1325	Here to Help Panel <i>John Lilley (CCPR), Drew Pitchforth (CPKN), Cal Corley (CSKA), Dr. Chris O'Connor (Ontario Tech University) Moderator Stan MacLellan (CANSEBP)</i>
1325 - 1355	The Mechanics of Evidence-Based Policing: Collaboration, Consideration, and Implementation <i>Dr. Rylan Simpson (Simon Fraser University)</i>
1355 - 1425	Harm Focused Policing: A How-To Guide <i>Madison Charman (BPS), Samantha Scott (BPS)</i>
1425 - 1445	 Special Presentation <i>Maureen "Mo" McGough - Co-Founder of 30x30 & Inspector Valarie (Val) Gates (BPS)</i>
1445 - 1455	Afternoon Break - 10 minutes
1455 - 1525	Stratified Policing Presentation <i>Chief Mark Crowell - Waterloo Regional Police Service (WRPS)</i>
1525 - 1555	A Learning Organization Presentation <i>Superintendent Mark Langhorn (Victoria Police, AU)</i>
1555 - 1600	Closing Remarks - 5 minutes



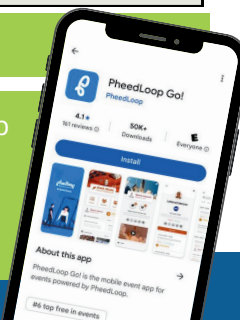
Join our Pre-Registration Mixer! | Sponsored By



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Download PheedLoop Go! and search for the Building Bridges event for the full conference agenda!



NOTE: While the agenda is finalized, minor adjustments may occur due to speaker availability or unforeseen circumstances.

Building Bridges

Evidence-Based Policing Conference

@Blue

Agenda



October 9-10, 2025

Blue Mountain Resort & Village Conference Centre
Town of the Blue Mountains, Ontario

BuildingBridgesEBP.ca



0800 - 0845

Registration & Breakfast | (Huron Grand Ballroom)

0845 - 0905

Welcome & Introductions | Chief Rich Johnston - Barrie Police Service (BPS)

0905 - 0945

Keynote Presentation - Dr. Tamara D. Herold, Ph.D. | (Huron Grand Ballroom)
 Senior Advisor, Department of Justice, Office of Justice Programs, National Institute of Justice Associate Professor & Director, Crowd Management Research Council Department of Criminal Justice, University of Nevada, Las Vegas

0950 - 1005

Platinum Sponsor Presentation

1005 - 1025

Morning Break - 20 minutes

1025 - 1100

Interpersonal Dynamics in Crime Reporting: An Observational Study on Emotion, Posture, and Citizen Satisfaction with the Police in the Netherlands

 Roselle P. Jansen - Dutch National Police Netherlands Institute for the Study of Crime and Law Enforcement

Occupational Stress in Policing: Investigating the Links to Psychological Wellbeing

 Isabelle Deschamps - Georgian College

Assessment of Crime Severity by the general Population in Quebec

 Tom Verstichel, Rémi Boivin - Université de Montréal

1100 - 1130

From crime report to case outcome

 Natascha de Leeuw - Netherlands Police - NSCR & Utrecht University

An Exploratory Study of Occupational Stress and Well-being in a Sample of Canadian Police Officers

 Arden Fenton - University of Waterloo & Waterloo Regional Police Service (WRPS)

Facial Recognition Technology Use Practices and Policies: Key Things for Police to Consider

 Christopher O'Connor, & Andrea Slane, Ontario Tech University & Cobourg Police Service (CPS)

1130 - 1200

Building Bridges, then Burning Them: The Evolution of Toronto Police Services Neighbourhood Community Officer Program

 Doug Thomson & Emma Smith - Toronto Police Service (TPS) & Humber Polytechnic

A Tale of Two Tac Teams: Unpacking How Police Tactical Team Officers in Canada Experience Occupational Stress

 Zachary Towns and Dr. Rosemary Ricciardelli - Memorial University of Newfoundland

Race and Identity-Based Data Collection Strategy - Addressing Phase 2 Findings

 Mihaela Dinca-Panaitescu - Toronto Police Service (TPS)

1200 - 1300

Lunch, Tradeshow, and Research Poster Session - 60 minutes

1300 - 1340

International EBP Perspectives | *Keynote Panel (Huron Grand Ballroom)*

1340 - 1355

Gold Sponsor Presentation

1355- 1405

Travel Time - 10 min

1405 - 1435

Habitually Missing Youth in Durham Region: A Harm-Focused Approach

Dr. Dallas Bouckley - Ontario Tech University & Durham Regional Police Service (DRPS)

Peer Support Evaluation and Investigation Findings: An Invitation to Optimize Future Practices and Programs

Dr. Rosemary Ricciardelli - Memorial University of Newfoundland

"WWYD if Chief?": Pathways to Police Reform Through the Eyes of Arrested Persons

Kaitlyn Hunter - University of Waterloo & Barrie Police Service (BPS)

1435 - 1500

Where Evidence Meets Action: The Impact of Policing Research on Operational Police Practices

Rylan Simpson - Simon Fraser University & Barrie Police Service (BPS)

Attrition Forecasting

Spencer Dow - Edmonton Police Service (EPS)

A Simple, Low-Cost, Scalable Approach for Enhancing Public Perceptions of Police Legitimacy

Dr. Craig Bennell - Carleton University & Dr. Stephen Reid - Canadian Association of Police Governance (CAPG)

1500 - 1515

Afternoon Break - 15 minutes

1515 - 1520

Sponsored - Premium Door Prize Draw

1515 - 1545

Keynote Presentation Maureen "Mo" McGough | (Huron Grand Ballroom)

Maureen "Mo" McGough - Co-Founder of 30x30 Initiative

1545 - 1620



SPECIAL ANNOUNCEMENT | *Presentation & Panel (Huron Grand Ballroom)*
Maureen "Mo" McGough & Inspector Valarie (Val) Gates (BPS)

1620 - 1625

EBP TRAILBLAZER | *Special Announcement (Huron Grand Ballroom)*

1625 - 1630

Closing Remarks | *Chief Rich Johnston - Barrie Police Service (BPS)*

0800 - 0845
Registration & Breakfast | (Huron Grand Ballroom)

0845 - 0900
Welcome & Introductions | Chief Rich Johnston - Barrie Police Service (BPS)

0900 - 0945

Keynote Presentation - David Cowan | (Huron Grand Ballroom)
David Cowan Detective Superintendent, Victoria Police, Australia
President Australia and New Zealand Society of Evidence Based Policing

0945 - 1025
Morning Break - Exhibitor Tradeshow and Research Poster Session - 45 minutes
Operational Focus
Huron Ballroom

**Training &
Organizational Wellness**
Petun I & IV

**Strategic Planning
& Governance**
Petun II & III

1025 - 1100
Best and Worst: The Dual Perspective of Police-Citizen Interactions
Dr. Holly Campeau - University of Alberta & Waterloo & Barrie Police Service (BPS)
De-escalation in the Digital Age: Leveraging Virtual Reality Technologies to Enhance Police Training in Mental Health Response
Jennifer Lavoie - Ministry of Solicitor General Community of Practice, Wilfrid Laurier University & Brock University
Credence for Clearance Rates: Modelling Police Clearance Rates in Canadian Municipalities
Chris Giacomantonio - Dalhousie University & Tara Hodgkinson - Wilfred Laurier University & Martin Andersen - Simon Fraser University
1100 - 1130
Patrol Workload Analysis for the Edmonton Police Service
Preet Parmar - Edmonton Police Service (EPS)
SIP & See: Immersive Innovations for Public Safety
Kirsten Fantazir - Lethbridge Polytechnic & Multiple Police Services
Data-Driven Duty: Reducing Overtime Staffing on the Frontline
John Fast - Waterloo Regional Police Service (WRPS)
1130 - 1200
The Ottawa Police CORE Strategy: A Place-Based Problem Solving Approach to Address the Impacts of the Opioid Crisis in Downtown Ottawa
A/Sgt. Paul Stam - Ottawa Police Service (OPS) & Carleton University
Crisis Intervention and De-Escalation Training for 911 Call-Takers
Dr. Craig Bennell - Ottawa Police Service (OPS) & Carleton University, & University of New Brunswick
Evidence-Based Policing: How Edmonton Police Service Targets Violent Crime
Stephanie Gazzola - Edmonton Police Service (EPS)
1200 - 1230
Effectiveness of HOTSPOT Patrol: A tale of Two Cities

Assessing the Impact of CORE: Six Month Analysis of Proactive Hotspot Patrols in Ottawa - Kaira Theos - OPS & Carleton University

Operationalizing Hot Spots using Hot-Hexes at London Police Service - Sarah Harmer - London Police Service

Improving the Quality of Care for People Experiencing Crises in Owen Sound, Ontario: Facilitators and Barriers to Referral Uptake by Community Members

Lia Lanzo - Owen Sound Police Service & Carleton University
How to Enhance Diversity in Policing: Evidence-Based Recruitment
Hasan Siddiqui - Waterloo Regional Police Service (WRPS)

1230 - 1320

Lunch, Tradeshow, and Research Poster Session - 40 minutes

1320 - 1410

Keynote Presentation - Neil Ralph | *(Huron Grand Ballroom)*

Detective Chief Superintendent | Head of South West Police Collaboration | Vice Chair & South West Regional Lead for the Society of Evidence Based Policing

1415 - 1520

Rapid Fire Presentations | *(Huron Grand Ballroom)*

1520 - 1530

Closing Remarks | *Chief Rich Johnston - Barrie Police Service (BPS)*

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NOTE: While the agenda is finalized, minor adjustments may occur due to speaker availability or unforeseen circumstances.

HAMILTON POLICE SERVICE BOARD

OUTSTANDING BUSINESS LIST AS OF JULY 24, 2025

ITEM	DATE	ACTION	EXPECTED COMPLETION DATE
1. Correspondence to the Board	September 28, 2023 Motion related to item 5.2	That a report come back to the Board with the following information (related to correspondence received by the Board meant to be published as part of the public agenda): a) how the Board is complying with MFIPPA; and b) what steps the Board is taking to ensure compliance with our policy on correspondence to the Board; and c) recommendations on a process or policy for fact-checking correspondence; and d) determining who would be responsible for fact-checking correspondence.	Future Governance Committee Meeting
2. Hamilton Police Service Board Community Liaison Representative and Knowledge Translation Plan to Engage with the Broader Hamilton Community (motion submitted by Member Menezes)	February 29, 2024 Item 10.1	Motion referred to the Governance Committee.	Future Governance Committee Meeting

3. Developing a Board Delegation of Authority By-law	September 26, 2024 Motion 10.1	That the Administrative Director (A.D.) be directed to research and prepare a draft delegation of authority by-law and or policy; and That this matter be referred to the Governance Committee for review and consideration	Future Governance Committee Meeting
4. Drafting a revised Board Policy on Intimate Partner Violence	September 26, 2024 Motion	That the Administrative Director (A.D.) be directed to prepare a draft revised Intimate Partner Violence Board Policy and report back to the Board at a later meeting.	Future Meeting
6. Municipal Police Service Board Policy on Critical Points	March 28, 2025 Correspondence item 7.3	That correspondence item 7.3 - Inspector General of Policing Memo and Advisory Bulletin # 3 regarding Municipal Police Service Board Policy on Critical Points, be referred to the Governance Committee.	Future Governance Committee Meeting


<p>7. Racial Profiling in Law Enforcement</p>	<p>March 28, 2025 Motion 10.1</p>	<p>That the Hamilton Police Service Board (Board) formally invite the Ontario Human Rights Commission (OHRC) to provide education, training, and resources to the Board, Hamilton Police Service (HPS) leadership, and officers on addressing racial profiling and the use of force in policing, at the next public board meeting available to both the OHRC and Board; and</p> <p>That the Board direct the Chief of Police to engage with the Ontario Human Rights Commission to review the HPS Race and Identity-Based Strategy and integration of human rights-based policies within the Hamilton Police Service; and</p> <p>That the Hamilton Police Service Board commit to ongoing collaboration with the OHRC to ensure continuous learning and improvement in policing practices that uphold human rights and public trust; and</p> <p>That the Chief present public reports to the Board on a regular basis regarding race and identity based data, including related training to continue to ensure transparency and community oversight.</p>	<p>Next public Board meeting available to both the Board and OHRC</p> <p>As required.</p>
<p>8. Draft Board Policy Respecting Charter of Human Rights Reporting and Education; and</p> <p>Monitoring Violations of the Canadian Charter of Rights and Freedoms</p>	<p>June 26, 2025 Recommendation item 9.3 and Motion 10.1</p>	<p>That recommendation item 9.3 - Draft Policy Respecting Charter of Human Rights Reporting and Education, and Motion 10.1 - Monitoring Violations of the Canadian Charter of Rights and Freedoms, be referred to the Governance Committee for review and return as a single item for consideration at a future board meeting.</p>	<p>Future Governance Committee Meeting</p>

9. Reappointment of Member Kroetsch to the Governance and Budget Committees	June 26, 2025 Motion 10.2	That the Executive Director amend By-law 25-001, the Governance Committee Terms of Reference, and the Budget Committee Terms of Reference to: a) Reflect a change to the make-up of committee members from two to three; and b) Increase quorum from two to three members	Next public Board meeting
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HAMILTON POLICE SERVICE

INFORMATION REPORT

TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	July 24, 2025
SUBJECT:	2024 Hate/Bias Crime Statistical Report
REPORT NUMBER:	25-053
PRESENTATION:	Yes
OUTSTANDING BUSINESS ITEM:	No
SUBMITTED BY:	Frank Bergen, Chief of Police
SIGNATURE:	

EXECUTIVE SUMMARY

- The Hate Crime Statistical Report is published annually and presents data on hate-motivated incidents and criminal offences targeting identified groups, individuals and property.
- The report explains the mandate for the Hate Crime Unit and the data based on the hate occurrences reported to the Hamilton Police Service from January 1, 2024 to December 31, 2024.
- In 2024, there were a total of 297 hate/bias occurrences reported to the Hamilton Police Service represented by 106 hate crimes and 191 hate incidents. In comparison to 2023 statistics, this represents an increase of 35% in reported hate occurrences.
- Race/Ethnicity (157 occurrences), Religion (66 occurrences), and Sexual Orientation (53 occurrences) were the highest impacted categories.
- Fluctuations in reported hate-related occurrences may be influenced by various factors, including an actual increase in hate-motivated incidents, the impact of global or geopolitical events, and improved community outreach and accessibility to reporting mechanisms.
- In September 2024, the Hate Crime Case Review Team (HCCRT) was established, consisting of 14 diverse community members. The team was created to review past hate-related investigations and provide the Hamilton Police Service with feedback and recommendations. Members of the HCCRT participated in comprehensive training sessions and commenced case reviews in January 2025.

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Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

APPENDICES ATTACHED

Appendix A – Background/historical information related to the report

FB/R.Hashimoto

- c. Paul Hamilton, Deputy Chief – Support
Ryan Diodati, Deputy Chief – Operations
Carolyn Rashford, Inspector – Executive Officer to the Chief

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2024

Hate/Bias Statistical Report

Prepared by: Staff Sergeant Ryan Hashimoto



CHIEF'S OFFICE

**HAMILTON
POLICE SERVICE**
Together. Stronger. Safer.

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Executive Summary

The Hamilton Police Hate Crime Statistical Report is an annual report that provides statistical data about criminal offences that are committed against persons or property and are motivated by the victim's race, religion, ethnicity, colour, sexual orientation, mental or physical disability, age, gender identity or expression, or other similar factors. The report explains the mandate for the Hamilton Police Service Hate Crime Unit (HCU) and the data based on hate occurrences reported to Hamilton Police Service from January 1, 2024, to December 31, 2024.

In 2024, there were a total of **297** hate/bias occurrences reported to Hamilton Police Service. This number represents both suspected hate/bias incidents (overtones) and criminal offences. In comparison in 2023, there were 220 hate/bias occurrences (crimes and incidents), which represents an increase of **35%**. All events were classified by a HCU Investigator based on the information provided by the investigating officer(s) or by the individual(s) directly involved. The classification and breakdown of the 2024 incidents are as follows:

Classification	Number
Hate/Bias Crimes	106
Hate/Bias Incidents (Overtones)	191

The majority of reported occurrences were directly related to racial bias, followed by religion and sexual orientation. In 2024, the Black community, the Jewish community and the 2SLGBTQIA were the groups most frequently victimized. In 2024, 25.3% of all hate crimes reported to the Hamilton Police were cleared by either arrest, diversion, accused charges in other jurisdictions or cases where the victim declined to proceed with charges despite a suspect being identified. Data within the report was gathered from crimes and incidents reported to Hamilton Police. While the HCU encourages the community to report all incidents, the Service is aware that not all incidents are reported to police.

There are several reasons why hate/bias occurrences are not reported. For example, community members may feel the crime was not important or the chances of the police apprehending the suspect are low. Some victims see the incident as a personal matter, since it may involve family or colleagues, or there may be a feeling of blame and/or embarrassment about being targeted. Furthermore, the victim may not understand that they have been victimized or they may endeavor to solve the issue themselves. Previous negative experiences with the police and judicial system, whether in Canada or overseas, may also affect the willingness of a victim to report to police.

Reporting hate occurrences is an important step in stopping the cycle of hatred for the victim. It allows support and resources to be offered by the Police and Victim Services, and for the police to obtain the necessary information to hold the offender accountable. It is also important for police to be aware of hate crimes so an analysis can be done to appropriate actions are taken, including assigning appropriate resources to make our community safer. Building strong, positive relationships between Hamilton Police and Hamilton's diverse communities is important in helping victims feel more comfortable in reporting occurrences to police. In 2024 the HCU, the 2SLGBTQIA Liaison Officer, EDI Specialist and Community Engagement lead worked with community partners to address citizens' concerns as well as encourage reporting and information sharing. These outreach efforts will continue in 2025.

Introduction

The HCU operates as part of the Chief's Office. Established in 2003, the HCU investigates incidents where hate or bias has been identified as a precipitating component in the commission of a criminal offence or in an incident.

The HCU's mandate is to:

- Conduct investigations, arrest offenders and prepare cases for court in relation to hate propaganda offences.
- Provide investigative support and specialized skills to sworn officers investigating hate/bias motivated crimes.
- Collect intelligence and maintain intelligence files to enable the monitoring and tracking of known, active hate groups, and individuals.
- Liaise with other police services to ensure the exchange of relevant information pertaining to hate/bias crimes and groups.
- Work closely with the Community Engagement Lead and EDI Specialist to act as a resource to community groups, assisting with education and crime prevention in the area of hate/bias crimes;
- Maintain and track all reported hate/bias occurrences and classify as either hate crime or hate incident.
- Develop and implement internal and external training on hate-based crime.

Hate Crime/Extremism Investigative Team (HCEIT) of Ontario

In 2003, the Hamilton, Guelph, London, Ottawa and Waterloo Regional Police Services, in partnership with the Ministry of Community Safety and Correctional Services, came together and formed the Hate Crime Extremism Investigative Team (HCEIT).

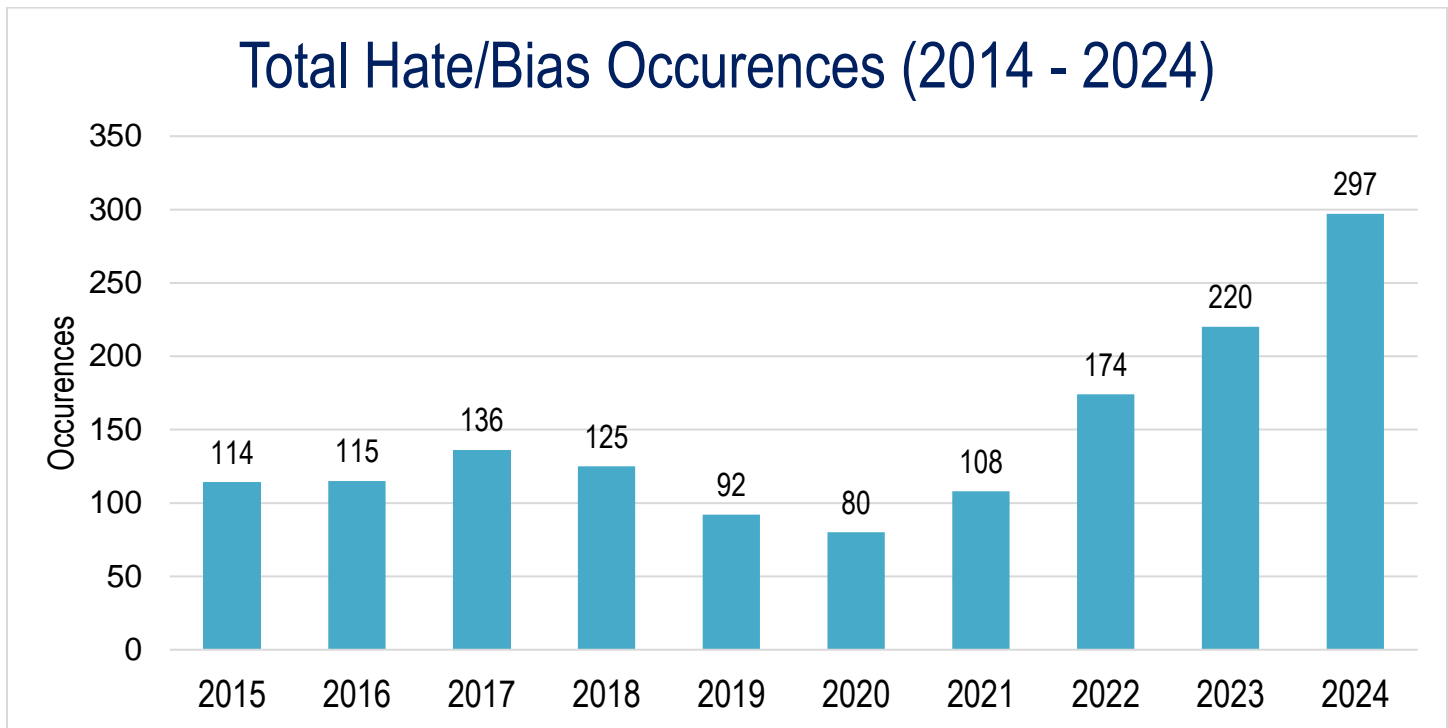
The team has since expanded to include 21 police agencies across Southern Ontario.

The HCU meets quarterly with HCEIT members to discuss trends and concern across the province, discuss new initiatives and exchange intelligence. Member services include:

Barrie Police	Ottawa Police Service
Brantford Police Service	Parliamentary Protective Service
Durham Regional Police Service	Peel Regional Police Service
Greater Sudbury Police Service	Peterborough Police
Guelph Police Service	Stratford Police Service
Halton Regional Police Service	Toronto Police Service
Hamilton Police Service	Waterloo Regional Police Service
Kingston Police	Windsor Police Service
London Police Service	Woodstock Police Service
Niagara Regional Police Service	York Regional Police
Ontario Provincial Police	

Statistical Overview

Over the past 10 years, the average number of reported hate/bias occurrences is approximately **146** per year.



In 2024, the HCU received and classified a total of 297 hate/bias related occurrences. The overall number of police-reported hate/bias occurrences increased from 220 to 297, which represents an increase of 35% over the previous year. Of this total number of reported occurrences, 106 were crimes that fell within the parameters of a hate/bias crime as defined below.

Reported events were classified according to the following definitions:

Hate/Bias Crime

Includes any **criminal offence** where there is evidence to prove that the offence was motivated solely, or in part, because of a bias or prejudice, based on the victim's race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, gender identity or expression, or any other similar factor. Includes all Hate Propaganda offences.

Hate/Bias Incident (Overtones)

Can include any incident that involves hate or bias towards any member of the public because of their race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, gender identity or expression, or any other similar factor. These incidents do not meet the threshold of a criminal offence, or it cannot be proven to have been motivated solely or in part because of the person's bias/prejudice towards the victim, but include some type of hateful overtone.

Event Classification Breakdown

The reported event types were broken down by category for hate/bias motivated crimes and hate/bias incidents (overtones). Event types included identified offences in the Criminal Code of Canada, and non-criminal call types to which the Hamilton Police Service responded for service (*Figure 1*).

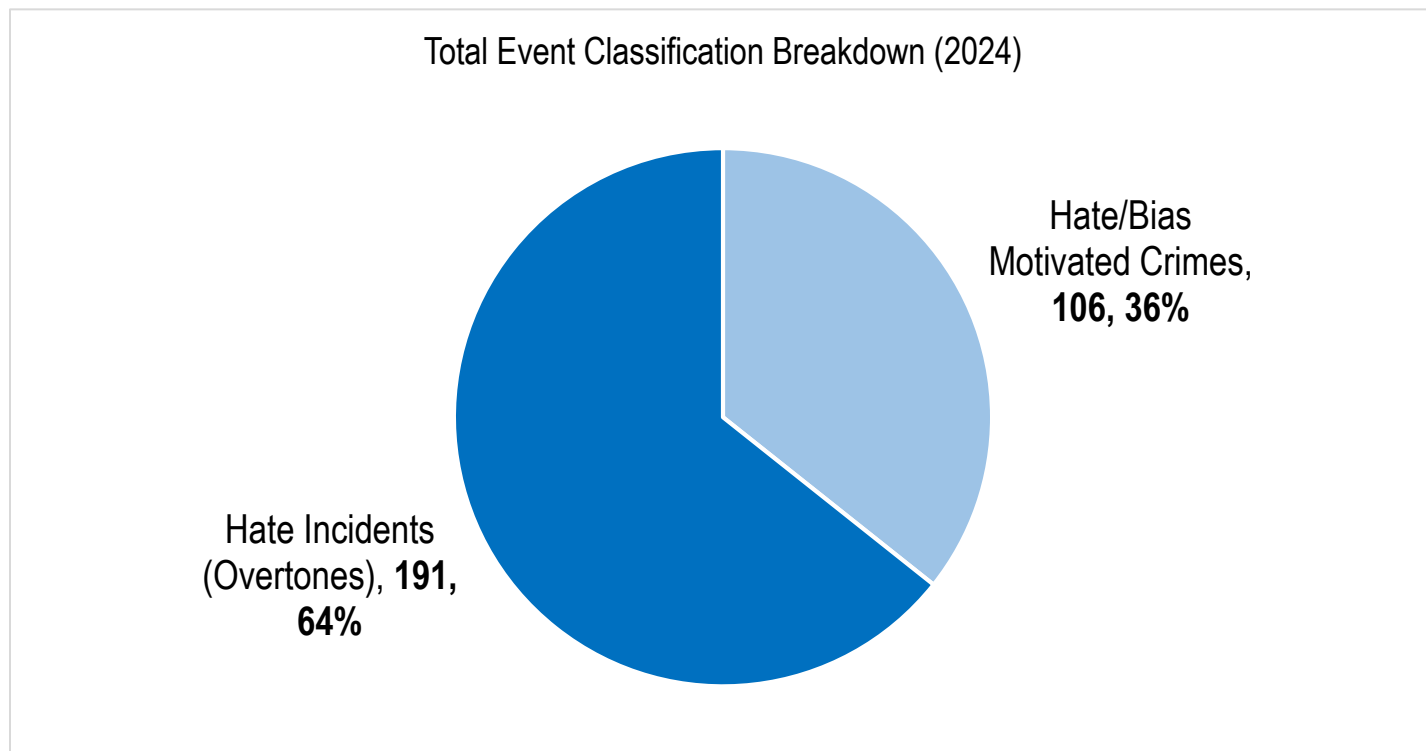


Figure 1

Table 1: 2024 – Total occurrence Breakdown by Type and Category
All Categories

Category	Hate/Bias Overtones	Hate/Bias Motivated Crimes	Total
Age (AG)	0	0	0
Disability (DI)	0	0	0
Gender Identity (GI)	18	1	19
Language (LA)	1	0	1
Racial Bias (RA)	109	48	157
Religion (RE)	33	33	66
Sex (SE)	0	0	0
Sexual Orientation (SO)	29	24	53
Similar Factor (SF)	1	0	1
Total	191	106	297

The highest number of reported occurrences were directly related to racial bias.

Total Occurrences Breakdown – Victimization by Group

Racial Bias

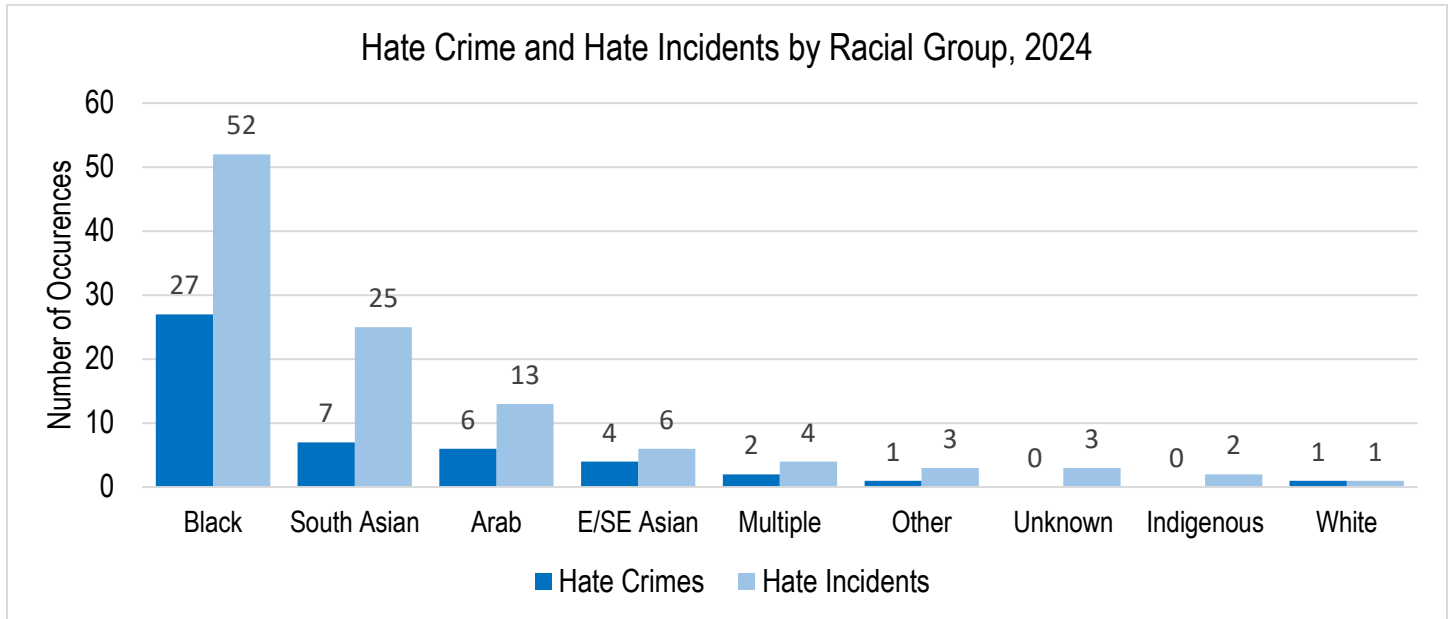


Figure 2

Figure 2 displays reported hate/bias occurrences broken down by race/ethnicity. In 2024, the Black community was the most targeted group with 79 occurrences. In comparison there were 69 hate/bias occurrences targeting the Black community reported to Police in 2023. Among all reported occurrences targeting the Black community, assault was the most common, making up 21.5% of incidents, followed by graffiti-related offences at 17.7%.

Religion

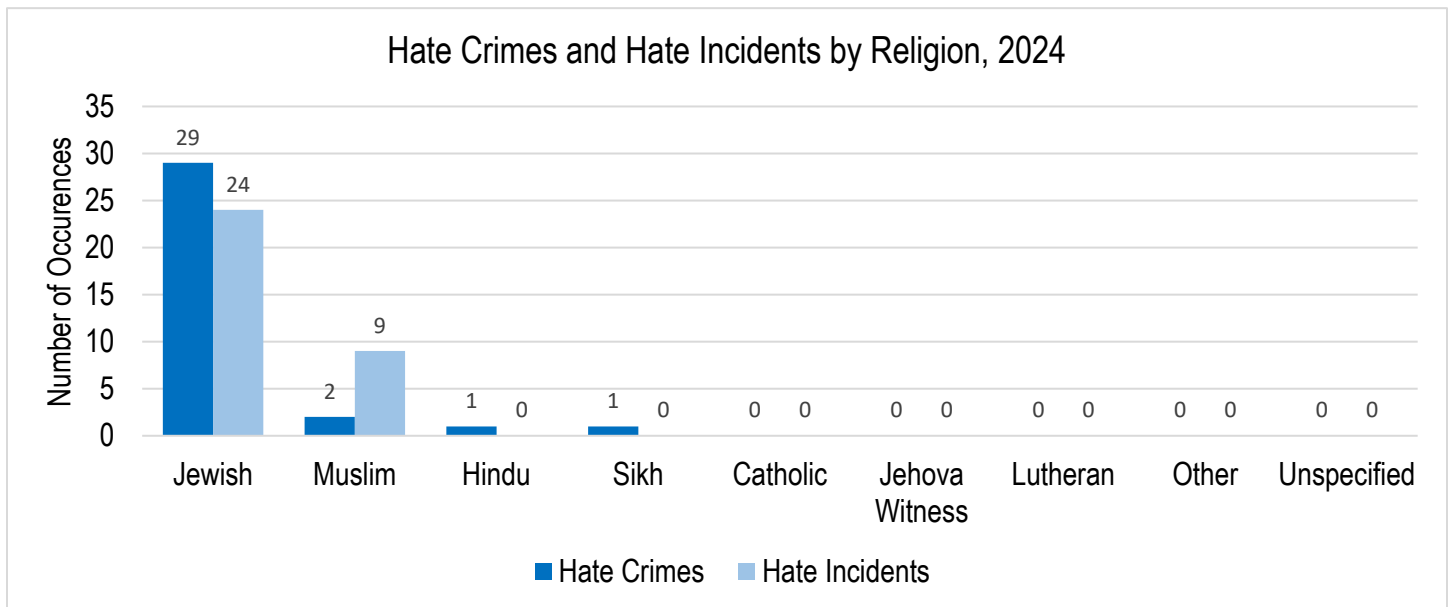


Figure 3

Figure 3 displays reported hate/bias occurrences broken down by religion. In 2024, members of the Jewish community were the most targeted group in the religious category with 53 occurrences. This is an increase on the 44 hate/bias occurrences targeting the Jewish community reported in 2023. Of the total occurrences reported to the police targeting the Jewish community in 2024, the highest occurrence type was graffiti related at 47.2%.

Sex, Sexual Orientation and Gender Identity (Self-Identification)

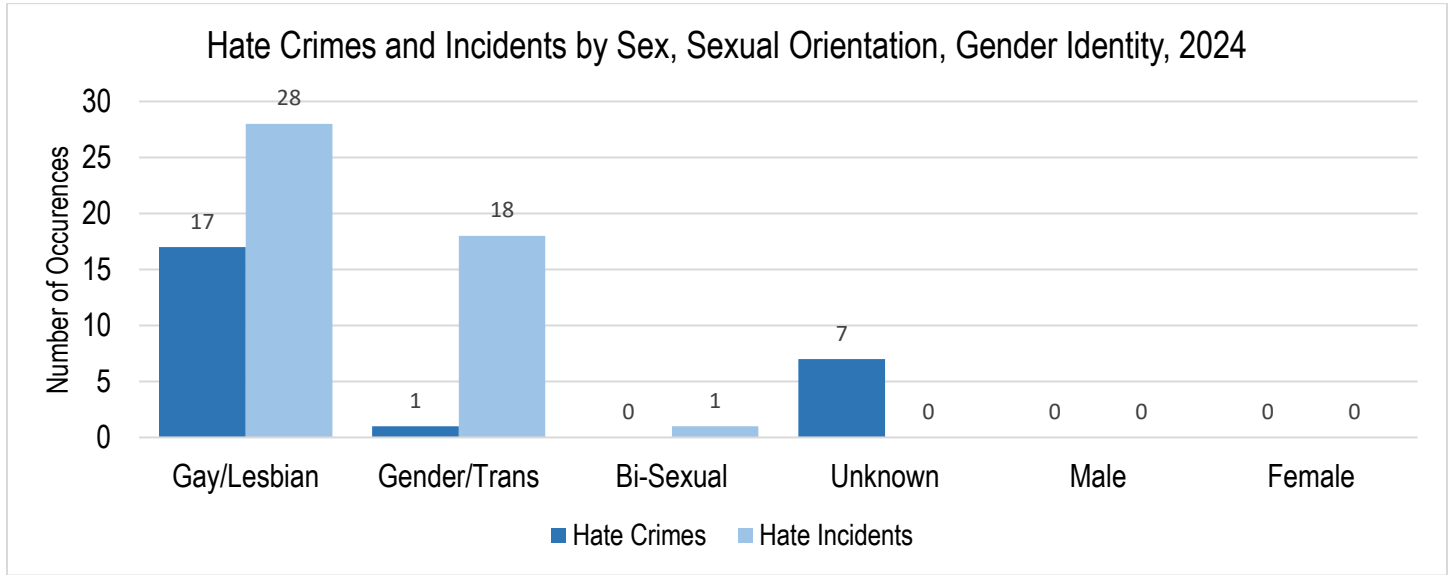


Figure 4

Figure 4 displays reported hate/bias occurrences broken down by sex, sexual orientation and gender identity. In 2024, individuals within the 2SLGTBQIA community who self-identified as gay or lesbian were the most frequently targeted group, with 45 reported occurrences. This represents an increase above the 30 hate occurrences targeting the gay and lesbian community in 2023. The highest reported occurrence type for this group was assault, accounting for 15.6% of the total number of occurrences.

In 2024, there were 19 hate/bias occurrences involving members of the transgender community. In 2023, the number of hate/bias occurrences reported to Police targeting community members that self-identified as transgender was nine. The two highest occurrence types targeting individuals who self-identified as transgender were assault and neighbour disputes representing 22.2% each. Additionally, in 2024 there were seven occurrences targeting PRIDE flags. These occurrences have been displayed as “unknown” in Figure 4.

Divisional Breakdown – Hate/bias crimes and incidents (Total)

In 2024, Division 1 recorded a significant increase in hate/bias occurrences (crimes and incidents) over the previous year with 131. Division 3 had the second highest number of recorded incidents with 93, followed by Division 2 with 73. (Figure 5).

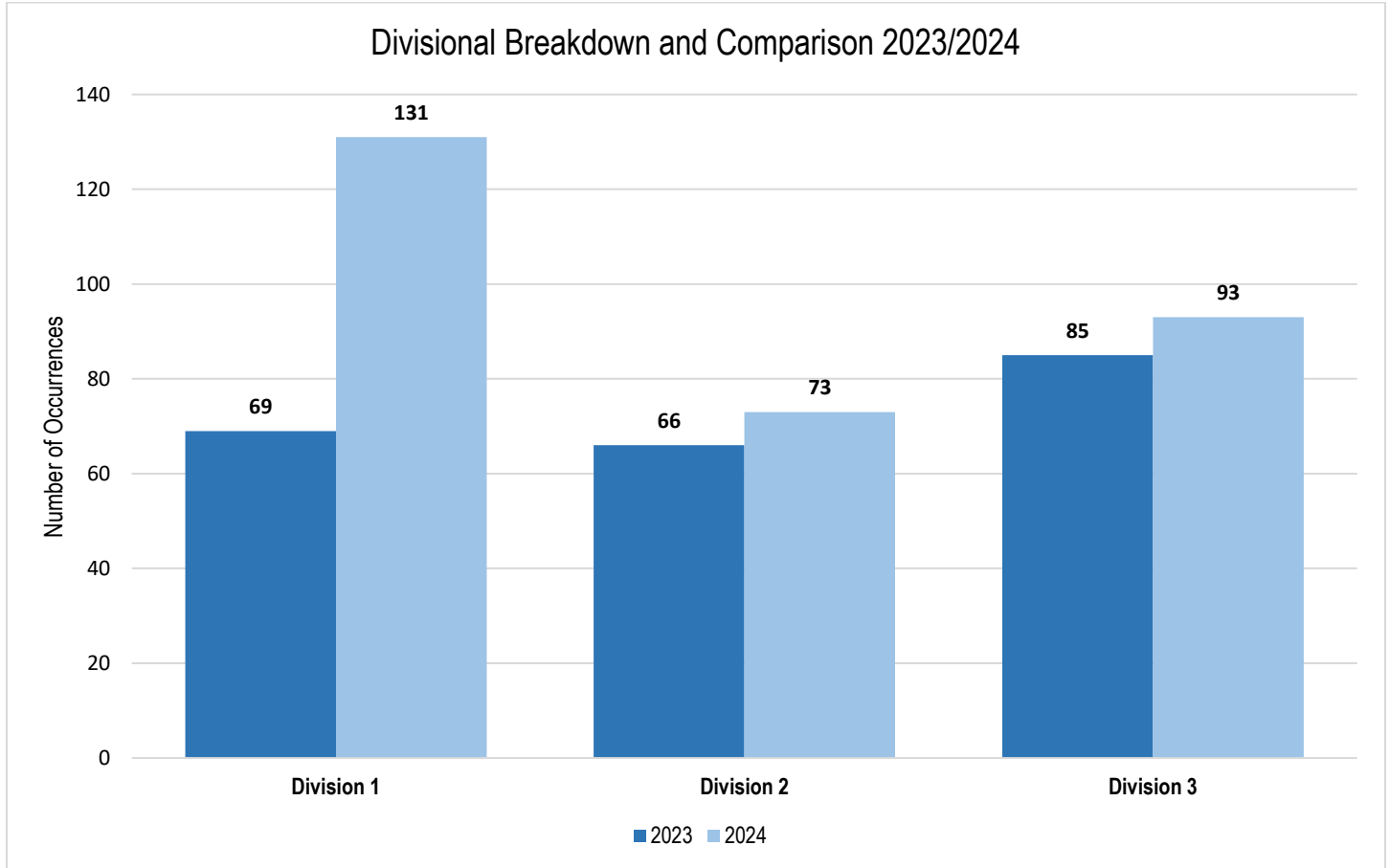


Figure 5

Geographical Distribution of Hate-Related Occurrences

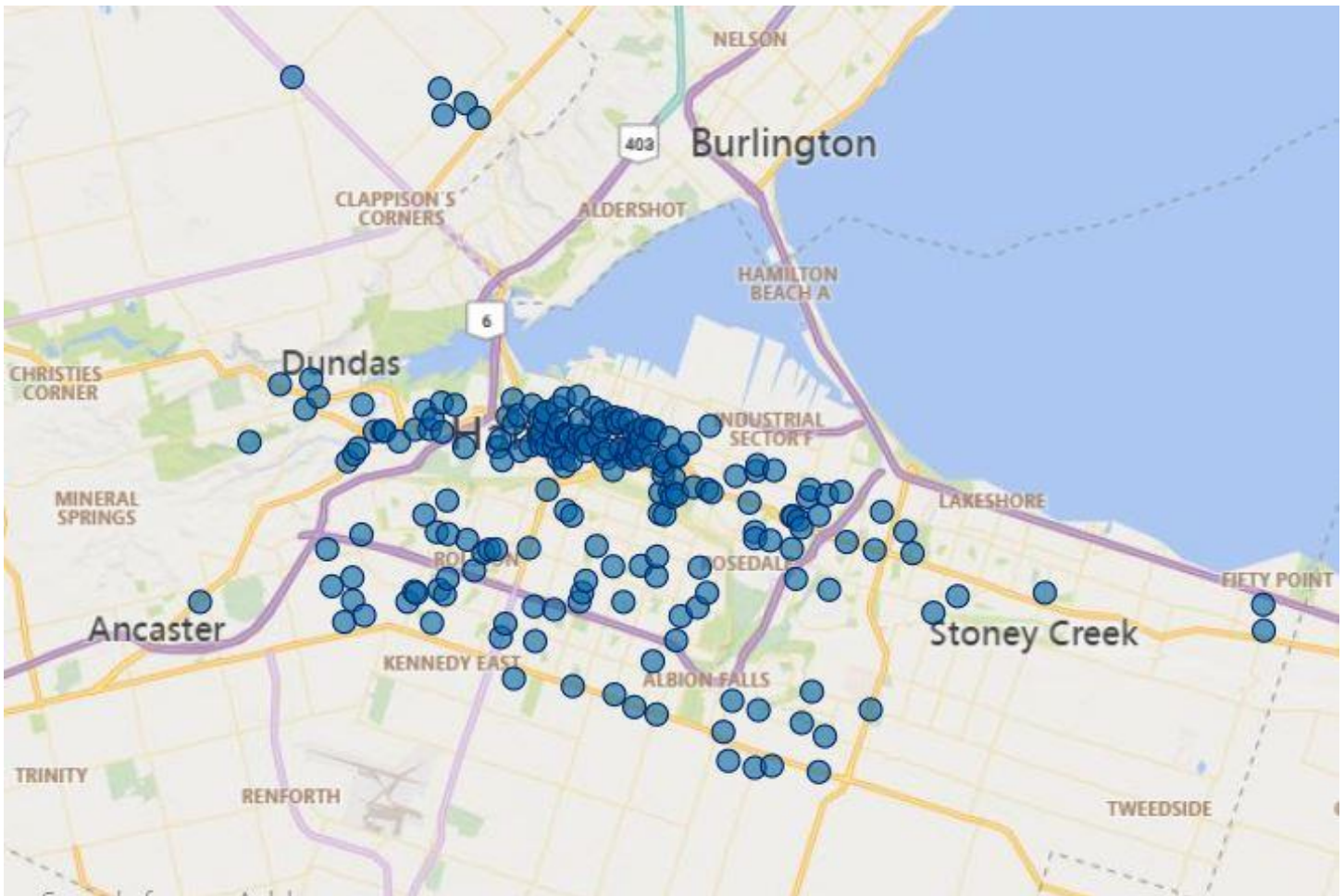


Figure 6

The majority of all reported hate-related occurrences appear random in nature, with no definable pattern, with the majority believed to have been committed by individuals and not by organized groups.

Police data on hate occurrences represent only those incidents that are reported to and classified by police as hate crimes or hate-related incidents. Increases in the number of reported hate-related occurrences can be influenced by various factors, including an increase in hate motivated occurrences, geopolitical events, and/or global conflicts. Additionally, changes in reporting levels may reflect enhanced community outreach efforts or improved accessibility to reporting mechanisms.

Hate/Bias Motivated Crime

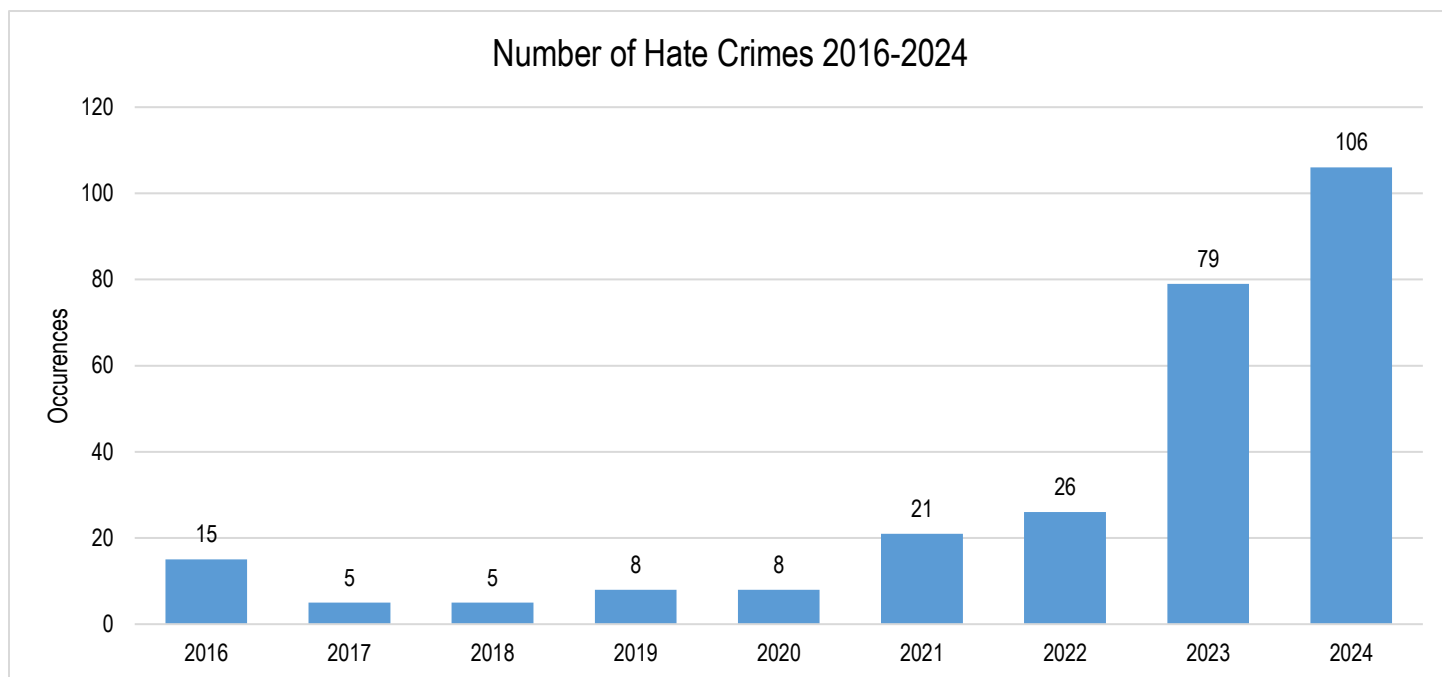


Figure 6

In 2024, of the 297 hate occurrences reported to Police, 106 were classified as hate/bias motivated crimes. This chart shows the number of hate/bias crimes reported annually over the last nine years (Figure 6). This number represents an increase of 34% in reported hate crimes over the previous year.

The chart below breaks down the 106 hate/bias motivated crimes by type and category (Table 2).

Table 2

HATE MOTIVATED CRIMES BY TYPE AND CATEGORY										
Offence	AG	DI	GI	LA	RA	RE	SE	SO	SF	Total
Arson - Other								1		1
Assault level 1					9			1		10
Assault with Weapon					7			3		10
Cause Disturbance					1	1				2
Criminal Harassment					1	2				3
Fail to Comply Probation					1					1
Mischief (Graffiti)					15	20		7		42
Mischief Under \$5000			1		6	3		5		15
Robbery								2		2
Robbery – Home Invasion								1		1
Theft Under \$5000					2	1		4		7
Trespass					1					1
Utter Threats					5	6				11
Total	0	0	1	0	48	33	0	24	0	106

AG – Age

DI - Disability

GI – Gender Identity

LA - Language

RA – Race/Ethnicity

RE – Religion

SE – Sex

SO – Sexual Orientation

SF – Similar Factor

Divisional Breakdown – Hate/Bias Crimes

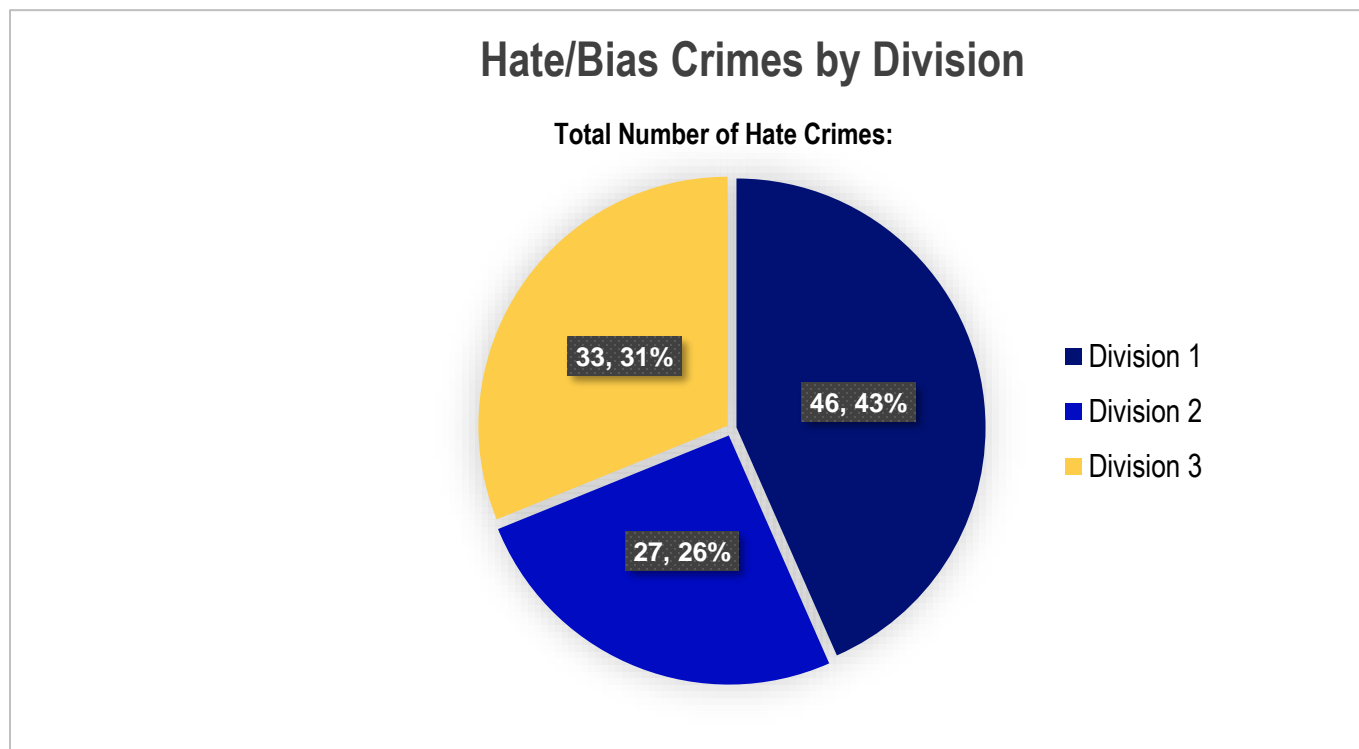


Figure 7

In 2024, there were a total of 106 hate/bias criminal offences reported to the Police, with 46 hate/bias criminal offences recorded in Division One, 27 in Division Two and 33 in Division Three. (figure 7).

Hate/Bias Crime Clearance Rates

Table 8

Clearance Type	Cleared by Charge	Diversion	Suspect Charged in other Jurisdiction	Victim Declined to Proceed with Charges (accused Identified)	Total
Occurrences Cleared	14	0	2	11	27

In 2024, Hamilton Police were able to clear 25.5% per cent of all Hate Crimes reported to police by either arrest, diversion, accused charges in other jurisdictions or cases where the victim declined to proceed with charges despite a suspect being identified (Table 8). Additionally, there were six hate crime investigations in which the victim requested no further police involvement prior to a suspect being identified.

Of the 106 reported hate crimes in 2024, 40% were in relation to graffiti, with 64.3% of the graffiti incidents being cleared as having insufficient evidence to proceed. This is often the result of a lack of witnesses or video surveillance that aid in the identification of offenders.

Hate Crime Prevention and Community Supports:

The Hamilton Police Service recognizes that not all hate/bias occurrences are reported to the police. Accordingly, the Service has implemented a number of proactive and strategic steps to build community relationships, encourage reporting and provide support for victims.

These areas include the following:

Education/Community Engagement

- The Hate Crime Unit is also actively engaging in ongoing community outreach and awareness initiatives. This includes participating in local events, delivering educational presentations, and collaborating with Community Partners to spread and share awareness on the importance of reporting as well as providing support and resources through Victim Services and Community Partners.
- Responded to community concerns and worked with communities to issue 'special attentions' that offer reassurance to communities.
- Enhanced support to victims of hate through follow-up by a Hate Crime investigator for both hate crimes and hate incidents, with referrals being made to Victim Services.
- In 2024, Victim Services supported 98 new victims of hate/bias related occurrences. This is on top of the continued support being offered to previous victims. Supports being offered includes home and personal safety, counselling, crime scene/graffiti clean up, system navigation and community referrals.
- Crime Prevention Through Environmental Design (CPTED) is being utilized to further support victims who have been victimized in their own homes or properties.

Training

- Provided training to all newly hired recruits, cadets, and special constables on understanding, identifying, and investigating hate occurrences.
- Delivered training on Hate Incidents and Hate Crimes to all sworn officers through annual BLOCK training program.
- Delivered cultural competency training to sworn and civilian members.
- Attended various conferences and seminars related to hate prevention, investigations, and support for communities. Hate Crime Investigators, 2S&LGBTQIA Liaison Officer, EDI Specialist and the Community Engagement Lead, joined these seminars.

Reporting

- Ensured accessibility by providing multiple avenues to report such as online, over the phone or in person. In 2024, the Hamilton Police Service received 59 hate related reports through its online reporting tool representing approximately 20% of hate related reports received.

The Hate Crime Case Review Team (HCCRT)

In June 2024, Hamilton Police Service created the Hate Crime Case Review Team (HCCRT). A total of 14 community members were selected from the following identity groups: Black, Gender Identity, Indigenous, Jewish, Muslim, Sexual Orientation and South Asian. These members submitted their applications to demonstrate their interest in joining the HCCRT. Once the application process was closed, The Hamilton Police Service conducted a community voting process in which community members were eligible to vote based on their participation on the HCCRT journey over the last three years. Community members voted for HCCRT members from the community they chose to represent. During the selection process, community members were encouraged to select gender diverse representation along with intersectionality. HCCRT Members will serve for a term of 24 months.

Between September 2024 and December 2024, HCCRT has been meeting twice a month to build a strong foundation for the case review process. During this time, members took part in important training sessions, including Anti-Racism and Anti-Oppression (ARAO), Secondary/Vicarious Trauma, a Crown presentation on hate occurrences, a review of NICHE (Records Management System), and hate occurrence policies and procedures. HCCRT members also reviewed a checklist that was co-created with the Anti-Racism Directorate (ARD) to identify gaps in service, biases, training, and policies and procedures. These sessions created space for shared learning, reflection, and relationship-building among the team.

Starting in January 2025, the group will shift to meeting once a month to begin reviewing cases together, applying the knowledge and trust built in the initial months to support thoughtful, informed responses to hate-related occurrences in our community. HCCRT members will be reviewing a total of 124 cases between 2018 and 2021, a sample set at 95% confidence level. The sample set is a randomized sampling of hate occurrence cases to ensure fairness of the cases chosen to be reviewed by the HCCRT. A 95% confidence level means there is a 95% probability that the sample of cases selected for review accurately represents the entire set of available cases. The sample set will include representation from HCCRT members (Black, Gender Identity, Indigenous, Jewish, Muslim, Sexual Orientation and South Asian).

As the HCCRT reviews cases, they will share their unique perspectives, suggestions, and feedback on how the Hamilton Police Service can continue to improve on how we respond and investigate hate/bias occurrences. HCCRT Members will share recommendations with the Hamilton Police Service on updating awareness initiatives, reporting processes, training, policies and procedures, and investigations.

HCU Next Steps:

- In spring 2025, The Hate Crime Unit in partnership with the YMCA hosted a Hate Crime Symposium. The goal of the Symposium was to bring together community members and police to discuss and participate in presentations surrounding hate related occurrences. The event was a great success with 154 registrants in attendance. The HCU looks to host a Hate Crime Symposium on an annual basis.
- Hamilton Police values the strong partnerships established with community members of the Hate Crime Case Review Team (HCCRT). As the HCCRT begins its review of hate and bias-related investigations, the Service remains committed to working collaboratively to develop and implement comprehensive recommendations. These efforts aim to enhance reporting processes, training, policies, procedures, and investigative practices to better support and serve victims of hate.

Conclusion

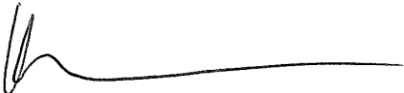
In 2024, the Hate Crime Unit (HCU) observed an increase in both hate/bias occurrences and hate/bias-motivated crimes. Nearly 26% of all reported hate crimes were resolved through various means, including arrests, diversion programs, charges laid in other jurisdictions, or cases where the victim chose not to proceed despite the identification of a suspect.

The Hamilton Police Service acknowledges that hate incidents and hate crimes have profound, lasting effects that extend beyond physical and emotional harm, deeply impacting individuals and communities. We strongly encourage community members to report all hate/bias-related incidents and crimes so that they can be properly investigated. Reporting is a vital step in addressing and confronting hate in our community. The Service remains firmly committed to combating hate and working in partnership to build a safer, more inclusive Hamilton for everyone.



HAMILTON POLICE SERVICE BOARD

RECOMMENDATION REPORT

TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	July 24, 2025
SUBJECT:	Amendment to By-law 25-001 Being a By-law to Establish Committees of the Board
REPORT NUMBER:	PSB 25-022
PRESENTATION:	No
OUTSTANDING BUSINESS ITEM:	Yes
SUBMITTED BY:	Kirsten Stevenson, Executive Director
SIGNATURE:	

RECOMMENDATION

That By-law 25-003, being a By-law to amend By-law 25-001, a by-law to establish committees of the Board, be approved to increase the number of members for the Governance and Budget Committees from two (2) to three (3) as noted in Appendix 'A' to this report; and

That the Governance Committee's Terms of Reference be approved, as attached to this report as 'Appendix C'; and

That the Budget Committee's Terms of Reference be approved, as attached to this report as 'Appendix D'.

EXECUTIVE SUMMARY

- The *Community Safety and Policing Act, 2019* sets out requirements by which committees of the Board may be created
- The Board approved By-law 25-001 at their March 28, 2025 meeting to establish committees of the Board to facilitate meaningful and efficient consideration of matters under the Board's authority
- The Board approved increasing Governance and Budget Committee membership from two (2) to three (3) members at their June 26, 2025 meeting
- This report relates to item 9 on the Board's Public Outstanding Business List

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: None

Staffing: None

Legal: None

ALTERNATIVES FOR CONSIDERATION

The Board may wish to consider an increase or decrease in recommended membership numbers to their Governance and Budget Committees.

APPENDICES ATTACHED

- Appendix A: By-law 25-003, being a by-law to amend By-law 25-001 (a By-law to Establish Committees of the Board)
- Appendix B: By-law 25-001 Being a By-law to Establish Committees of the Board
- Appendix C: Revised Governance Committee Terms of Reference
- Appendix D: Revised Budget Committee Terms of Reference



BY-LAW 25-003

**A BY-LAW TO AMEND BY-LAW 25-001 BEING A BY-LAW TO ESTABLISH
COMMITTEES OF THE HAMILTON POLICE SERVICE BOARD**

1. PREAMBLE

WHEREAS the Board enacted a by-law to establish committees of the Board,
being by-law 25-001; and

WHEREAS this by-law amends by-law 25-001;

NOW THEREFORE THE HAMILTON POLICE SERVICE BOARD ENACTS AS
FOLLOWS:

2. By-law 25-001 is amended by:

a) revising 1.b. as follows:

The Budget Committee shall be composed of ~~two~~ **three (3)** members of
the Board, with the Board Chair sitting as ex-officio;

b) revising 1.c as follows:

Quorum of the Budget Committee shall be ~~two~~ **three (3)** members of the
Board;

c) Revising 1.e as follows:

The Budget Committee shall operate as per their **revised** Terms of
Reference, attached to this by-law and listed as Appendix 'A'.

d) revising 2.b as follows:

The Governance Committee shall be composed of ~~two~~ **three (3)** members
of the Board, with the Board Chair sitting as ex-officio;

d) revising 2.c as follows:

Quorum of the Governance Committee shall be ~~two~~ **three (3)** members of the Board;

e) revising 2.e as follows:

The Governance Committee shall operate as per their **revised** Terms of Reference, attached to this by-law and listed as Appendix 'B'.

PASSED this 24th day of July, 2025

THE HAMILTON POLICE SERVICE BOARD

Chair:

Don Robertson

Executive Director:

Kirsten Stevenson

APPENDIX 'B' TO REPORT PSB 25-022**HAMILTON POLICE SERVICE BOARD****BY-LAW 25-001****BEING A BY-LAW TO ESTABLISH COMMITTEES OF THE HAMILTON POLICE SERVICE BOARD**

WHEREAS subsections 42(1)(a), (3)(a) and (4) of the *Community Safety and Policing Act, 2019 (Act)* provides that the Board may, by by-law, establish a committee and delegate any of the Board's powers under the *Act* to the committee composed of at least two Members of the Board, except where a committee's only power is to bargain under Part XIII of the *Act*, in which case only one Member is required to sit on the committee; and

WHEREAS subsection 42(2) of the *Act* provides that the by-law made under subsection (1) may govern the name, powers, duties and quorums of the committee, as well as the composition of the committee, subject to the requirements of the *Act*; and

WHEREAS the Hamilton Police Service Board wishes to establish committees to facilitate the meaningful and efficient consideration of certain matters under the Board's authority:

NOW THEREFORE, the Hamilton Police Service Board enacts as follows that:

1. Budget Committee

- a. The Board establishes a committee named the Budget Committee, for the purpose of reviewing financial matters related to the Hamilton Police Service's capital and operating budgets as well as the Board's operating budget, and make recommendations to the Board;
- b. The Budget Committee shall be composed of two members of the Board, with the Board Chair sitting as ex-officio;
- c. Quorum of the Budget Committee shall be two members of the Board;
- d. The Budget Committee may delegate to Board Staff or the Chief any task it determines will further the work of the Committee;
- e. The Budget Committee shall operate as per their Terms of Reference, attached to this by-law and listed as Appendix 'A'.

2. Governance Committee

- a. The Board establishes a committee named the Governance Committee, for the purpose of assisting the Board in fulfilling its legislative obligations under the *Act*,

to prioritize and focus on police governance and policies, and make recommendations to the Board;

- b. The Governance Committee shall be composed of two members of the Board, with the Board Chair sitting as ex-officio;
- c. Quorum of the Governance of the Committee shall be two members of the Board;
- d. The Governance Committee may delegate to Board Staff or the Chief any task it determines will further the work of the Committee;
- e. The Governance Committee shall operate as per their Terms of Reference, attached to this by-law and listed as 'Appendix 'B'.

3. Human Resources Committee

- a. The Board establishes a budget committee to be called the Human Resources Committee, for the purpose of making recommendations to the Board with regards to negotiating and renegotiating contracts with:
 - i. Board Office staff;
 - ii. The Chief of Police;
 - iii. The Deputy Chief of Operations;
 - iv. The Deputy Chief of Support;
 - v. Any other individual the Board may have a direct contract with;
- b. The Human Resources Committee shall be composed of the Chair and Vice Chair of the Board;
- c. That quorum of the Human Resources Committee be two members of the Board;
- d. The Human Resources Committee may delegate to Board Staff or the Chief any task it determines will further the work of the Committee;
- e. The Human Resources Committee shall operate as per their Terms of Reference, attached to this by-law and listed as Appendix 'C'.

Passed and enacted at the City of Hamilton this 28th day of March, 2025.

Don Robertson, Chair
Hamilton Police Service Board

Kirsten Stevenson, Administrative Director
Hamilton Police Service Board

APPENDIX 'C' TO REPORT PSB 25-022



Governance Committee Terms of Reference

1. Legislative Reference / Authority

Community Safety and Policing Act, 2019, Section 42

2. Membership and Committee Procedures

- a. The Governance Committee shall be comprised of 2-3 (~~two~~three) members appointed by the Board.
- b. The Board Chair shall be an ex-officio voting member of the Governance Committee.
- c. The Governance Committee Chair shall be elected at the Committee's first meeting of the year.
- d. Support for the Governance Committee will be provided by the ~~Administrative-Executive~~ Director.
- e. The Governance Committee shall operate in a manner consistent with the provisions of the Board's Procedural By-law.
- f. The Governance Committee shall meet at the call of the Committee Chair, and the Chair will do their best to accommodate member schedules when calling meetings. The ~~Administrative-Executive~~ Director shall consult with the Committee Chair on the development of agendas, be responsible for preparing and distributing agenda packages and maintaining records of meetings.
- g. The Governance Committee may invite outside parties as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the committee.
- h. When applicable, the ~~The~~ ~~Administrative-Executive~~ Director will prepare and circulate ~~all~~-upcoming Governance Committee reports and recommendations in advance of each committee meeting to gather and compile feedback from members. These revised reports and recommendations will be brought forward to the next committee meeting for member consideration.

Date Approved: September 28, 2023
Date revised: ~~February 20~~July 24, 2025

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3. Mandate

The Governance Committee assists the Board in fulfilling its obligations under the Act to prioritize and focus on governance and policies. The Committee places an emphasis on governance best practices by preparing research and recommendations to the Board after consultation with governance and policy experts, police and police board organizations, other government agencies as well as collaborating closely with Big 12 Police Service Board colleagues. The Governance Committee shall:

- a. Review and monitor legislative requirements identifying the need for new policies;
- b. Develop and recommend new policies, procedures and tools to enhance the performance of the Board and the Police Service;
- c. Ensure all policies are reviewed on a consistent and timely basis;
- d. Discuss Board oversight such as strategic direction, succession planning, risk management and leadership;
- e. Prior to vacancies occurring on the Board, assess the compositions and skillset of the Board and make recommendations to the appropriate appointing body regarding the qualities and skills required to achieve the collective skillset required by the Board;
- f. Provide input into Board orientation and ongoing development needs;
- g. Undertake other corporate governance initiatives that may be necessary to contribute to the success of the Board and Service; and
- h. Track and prioritize governance-related initiatives.

4. Reporting

The Governance Committee Chair will provide a report to the Board following each of its meetings.

5. Accountability

The Governance Committee shall review its mandate at least once every three (3) years and make recommendations to the Board as required. The **Administrative Executive** Director shall keep a record of the Governance Committee's meetings and the records shall be available to all Board members and the public, unless confidential.

Date Approved: September 28, 2023
Date revised: ~~February 20~~ July 24, 2025

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APPENDIX 'D' TO REPORT PSB 25-022



Budget Committee Terms of Reference

1. Legislative Reference / Authority

Community Safety and Policing Act, 2019, Section 42

2. Membership and Committee Procedures

- a. The Budget Committee shall be comprised of ~~2-3~~ (twothree) members appointed by the Board.
- b. The Board Chair shall be an ex-officio voting member of the Budget Committee.
- c. The Budget Committee Chair shall be elected at the Committee's first meeting of the year.
- d. Support for the Budget Committee will be provided by the ~~Administrative~~ Executive Director.
- e. The Budget Committee shall operate in a manner consistent with the provisions of the Board's Procedural By-law.
- f. The Budget Committee shall meet at the call of the Committee Chair.
- g. The ~~Administrative-Executive~~ Director shall consult with the Committee Chair on the development of agendas, be responsible for preparing and distributing agenda packages and maintaining records of meetings.

3. Mandate

The mandate of the Budget Committee is to ensure the Board meets its governance oversight responsibilities to provide adequate and effective policing in the community in the areas of financial planning, budget preparation and monitoring.

The Budget Committee shall:

- a. Work with the Chief to coordinate and develop the annual preparation of the Police Services Board capital and operating budgets;
- b. Review matters that may have a significant impact on current and future budgets;
- c. Review regular budget and audit reporting; and
- d. Meet a minimum of four times per budget cycle.

Date approved: September 28, 2023
Date revised: ~~January 24~~ July 24, 2025

4. Reporting

The Budget Committee Chair will provide a report to the Board following each of its meetings.

At the Budget Committee's first meeting of the new budget cycle, the Chief of Police will provide a report to the committee which provides a overview and summary of the previous year's budget.

5. Accountability

The Budget Committee shall review its mandate at least once every three (3) years and make recommendations to the Board as required.

The ~~Administrative-Executive~~ Director shall keep a record of the Budget Committee's meetings and the records shall be available to all Board members and the public, unless confidential.

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Date approved: September 28, 2023
Date revised: ~~January 24~~ July 24, 2025



Hamilton Police Service Board Delegation Request Form

(Request to appear before the Police Service Board)

Please note your personal information will be redacted/removed prior to this form being placed on the Board's website and agenda for public viewing.

Your Name: Louis Frapporti

E-mail Address: Louis.Frapporti@gowlingwlg.com

Home Phone: 9055120763

Mailing Address: 54 Forest St Guelph Ontario n1g 1h9

(If applicable)

Firm/Organization: GowlingWLG

Work Phone: 9055403262

Work Address: 1 Main St West Hamilton

Details of delegation, including a **summary** and the **objective(s)** of your delegation:

As the leader of the Commons/HUPEG downtown revitalization effort and of the proposed Entertainment District BIA, I intend to speak to the issue of ensuring sufficient police resources and enhanced collaboration between police services, the business community and the City of Hamilton.

Will you be providing a presentation? ☐ Yes ☒ No

Have discussions or correspondence taken place with a member of the Hamilton Police Service Board or the Executive Director? If so, with whom and when?

No.

Please submit the completed form to:

Kirsten Stevenson, Executive Director
Hamilton Police Service Board
155 King William Street
Hamilton, ON L8R 1A7

kirsten.stevenson@hamilton.ca

-----Original Message-----

From: Kroetsch, Cameron <Cameron.Kroetsch@hamilton.ca>

Sent: Friday, July 11, 2025 1:39 PM

To: [REDACTED] Horwath, Andrea <Andrea.Horwath@hamilton.ca>; Menezes, Anjali
<Anjali.Menezes@hamilton.ca>; [REDACTED] Pauls, Esther <Esther.Pauls@hamilton.ca>

Cc: Stevenson, Kirsten <Kirsten.Stevenson@hamilton.ca>

Subject: Re: Confidential Information - Reinstatement to the Hamilton Police Service Board

Following up to inquire about potentially moving the October 2 Budget Committee date as I have other City business on that date (Standing Committees of Council are scheduled then).

Cameron

--

Cameron Kroetsch

Ward 2 City Councillor

Cameron.Kroetsch@hamilton.ca

*I recognize that we all engage in our work at different times. Please do not feel obligated to respond to this email outside of your regular working hours. I respect your right to unplug from work and don't expect you to be reading this when you're not working.

MOTION

HAMILTON POLICE SERVICE BOARD

July 24, 2025

Functionality and Monitoring of Security Cameras in the Downtown Core

MOVED BY Member C. Kroetsch

SECONDED BY Member A. Menezes

WHEREAS it has been publicly reported that security cameras, including those in the downtown core, have not been functional since 2021 and are not being monitored; and

WHEREAS according to that public reporting, this was done partly in response to the City announcing its Digital Transformation and Smart City initiative in 2019.

THEREFORE, BE IT RESOLVED

That the Hamilton Police Service report back through an Information Report to the Hamilton Police Service Board at its September 25, 2025 meeting on the following -

- (1) Reasons the Hamilton Police Service did not replace security cameras in the downtown core that were no longer functional in 2021 including -
 - (a) Whether or not there were other reasons for not replacing cameras apart from the City's Digital Transformation and Smart City initiative in 2019;
 - (b) The number of security cameras that were active on or before 2021;
 - (c) When security cameras were installed and why they all reached end of life in 2021; and
 - (d) Who was responsible for monitoring the cameras, who owned them, and who controlled them.

- (2) Reasons the Hamilton Police Service stopped monitoring cameras in the downtown core and when monitoring stopped (whether in 2021 or before).
- (3) The effectiveness of using security cameras to deter crime, apprehend suspects, or build a case in order to get a conviction.